



# Expert Support Workshop: Industry and Economics

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Regional Assessment Working Group Meeting  
Timmins – September 16, 2025

# Outline

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- Why is this workshop a priority?
- Introducing the presenters
- Topic 1: Setting the Stage
- Topic 2: Lessons Learned from other communities
- Topic 3: Strategic priorities for the Regional Assessment

## Format for Each Topic:

- Preset topic question 1
- Expert Presentation 1
- Preset topic question 2
- Expert presentation 2...
- Open question and answer period

# Why this workshop now

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- RAWG members have questions about **how potential development can be align with Indigenous values**
- Experts support are available to the RAWG to **hear and ask** about past and existing experiences with development
- The RAWG can consider this information to **inform development scenarios**

# Objectives

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- a) To access industry and economics experts' opinion and information about potential impacts and benefits that may happen in relation to developments in the Ring of Fire region.
- b) To better understand lessons learned from other projects and the current state of global best practices, cutting edge environmental technologies and socio-economic strategies and partnerships.
- c) To identify areas of interest for further research to inform the RAWG's analysis and recommendations.

# Presenters

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Zahir Jina



Dianne  
Tookenay



Sara Jane  
Souliere



Dr. Gayle  
Broad



Jason  
Rasevych



# Setting the Stage

What might development projects in the region look like and how could they affect RAWG's assessment priorities\*

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*Zahir Jina & Dr. Gayle Broad*

\*Note: RAWG's assessment priorities are detailed on pgs. 29-31 of the [Terms of Reference for the Regional Assessment in the Ring of Fire Area](#)

What is your awareness of the proposed or potential projects and activities in the Ring of Fire Area?

Describe what mining projects in the area could look like (size, intensity, project components etc.)

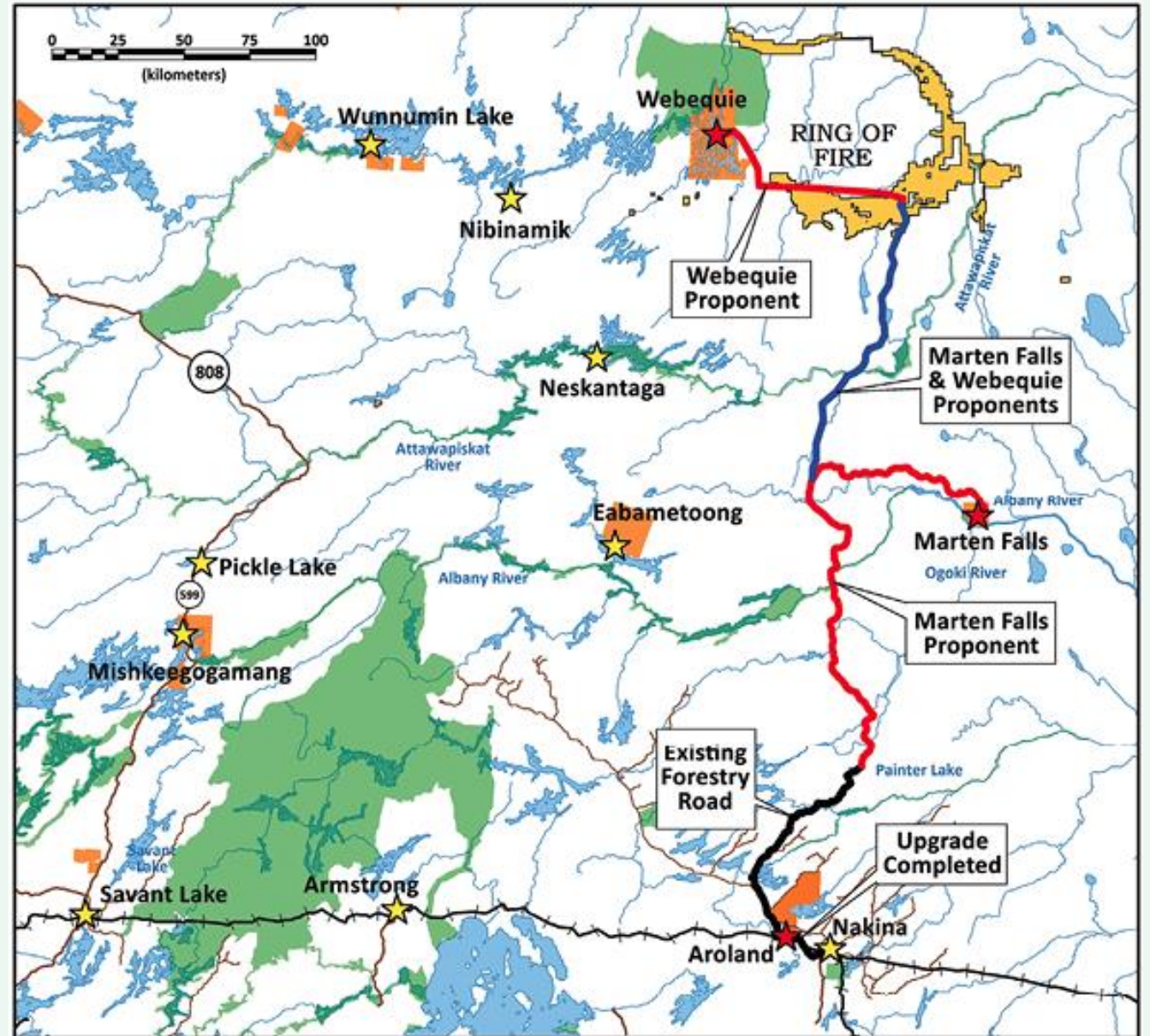
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*Zahir Jina*

# Potential and Proposed Projects

**Roads:** Marten Falls First Nation (MFFN) and Webequie First Nation (WFN) are leading environmental assessments for three all-season access road projects:

- **Marten Falls Community Access Road (led by MFFN):** ~200-km road that would run north-south from MFFN to the provincial highway system.
- **Webequie Supply Road (led by WFN):** ~105-km road to connect WFN to the Northern Road Link.
- **Northern Road Link (co-led):** A proposed road that would connect the two community-led roads.



# Occurrences, Deposit and Claims

## Occurrence (or “Discovery”)

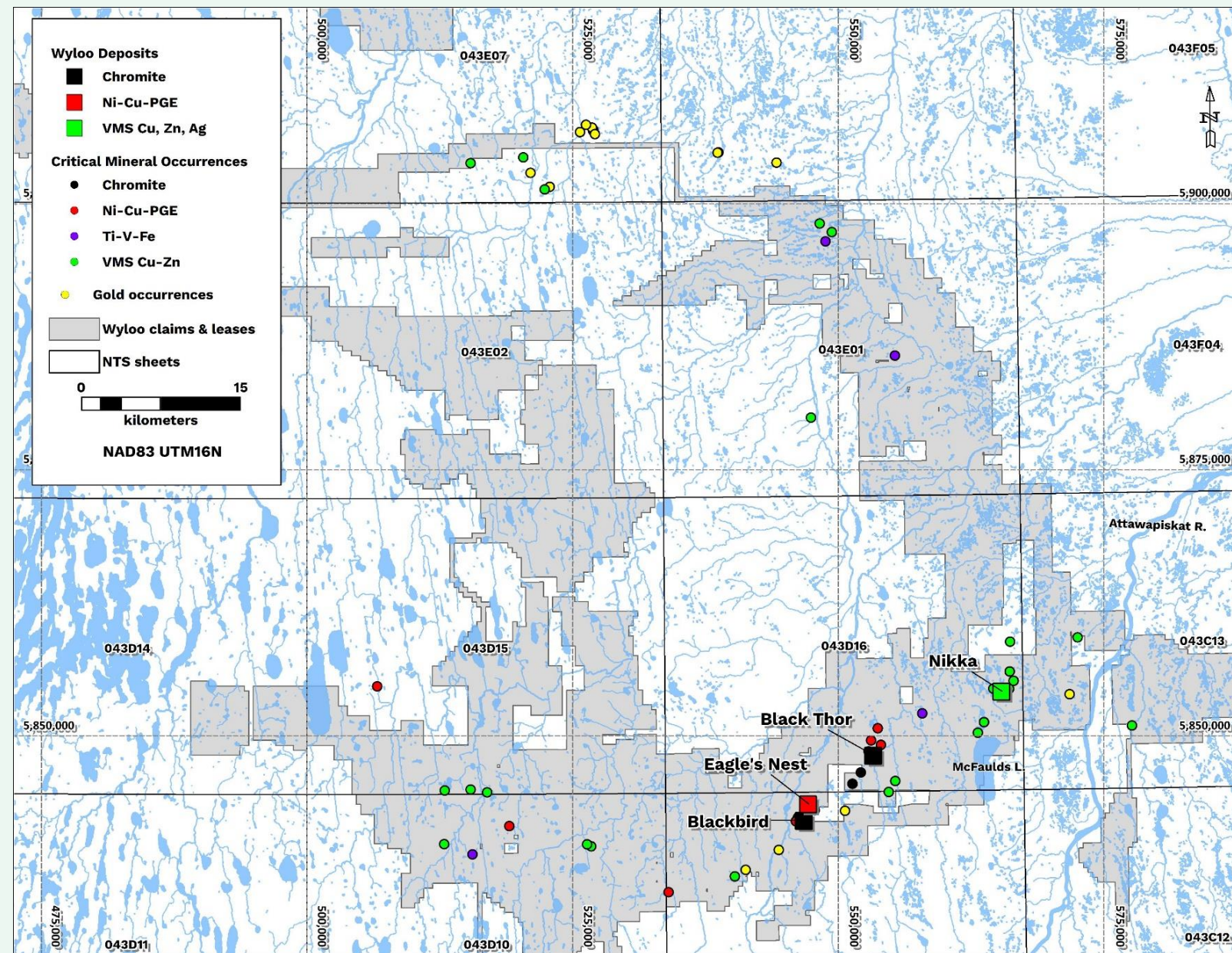
- Detection of mineralization – something is there
- Unknown amount, quality (grade), scale, etc.

## Deposit

- Studied sufficiently to confirm an economic resource exists
- Warrants further studies

## Claims

- Are digital outlines contained within Provincial data bases
- Not physical (on the land) impacts and does not indicate exploration activity



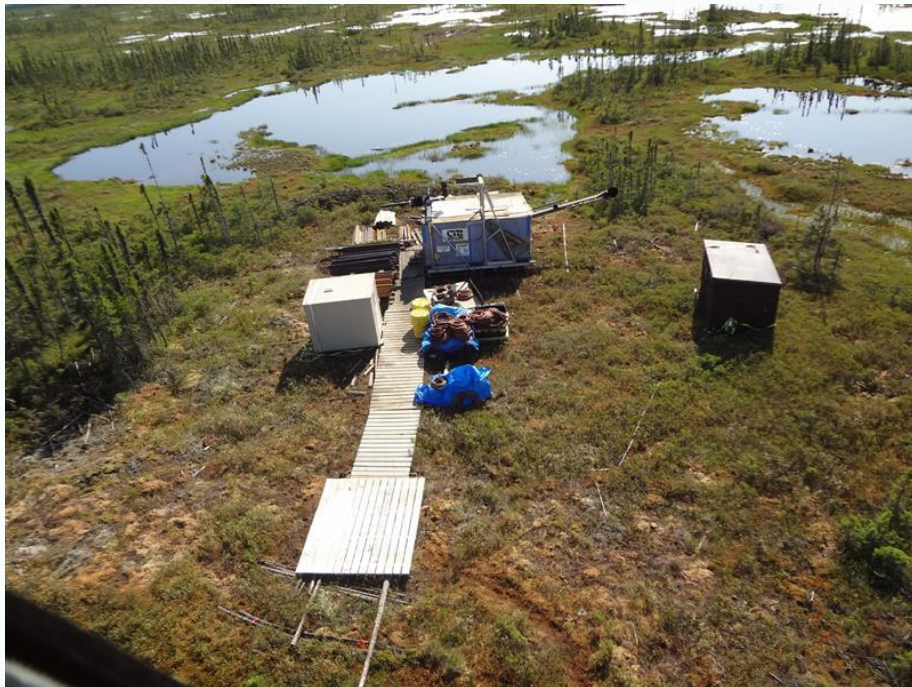
**NOTE - The figure above shows recorded occurrences and does not infer they will be converted to deposits or be developed.**

# Exploration vs. Development

Wyloo is among those active in the Ring of Fire area and are in the Exploration phase.

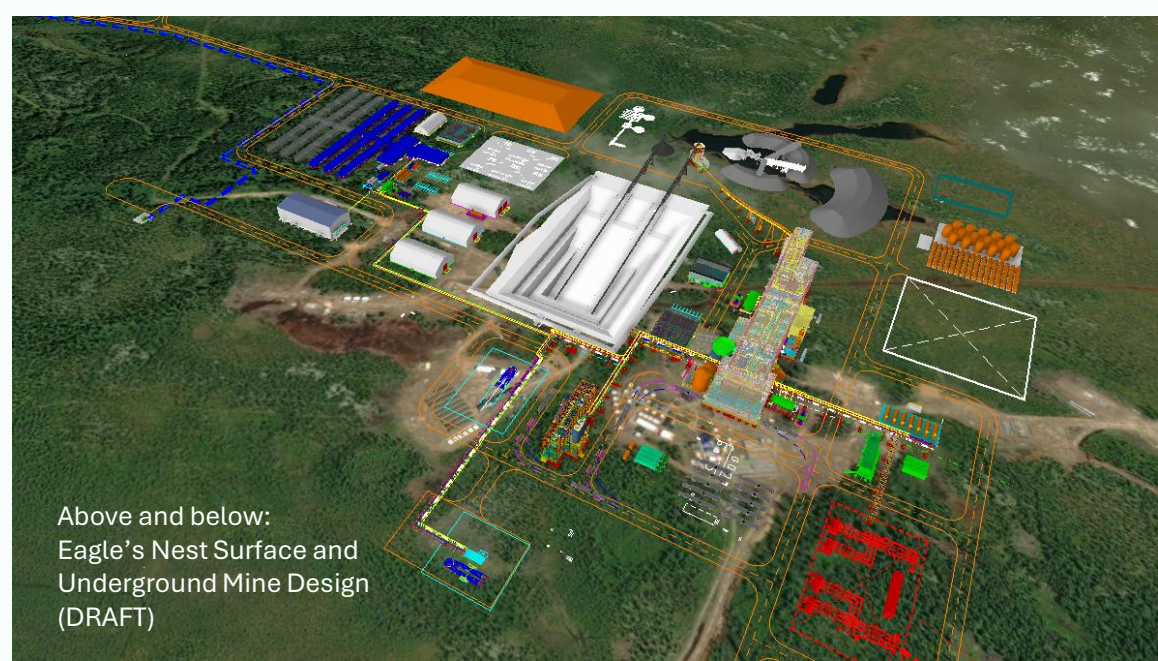
## Exploration Infrastructure

- Camp (with kitchen), toilets, helicopter pads, admin and core logging office, storage facilities and shop
- **Development Infrastructure**
  - Same as Exploration with additions
  - Size and scale of infrastructure upgrades depends on development and processing

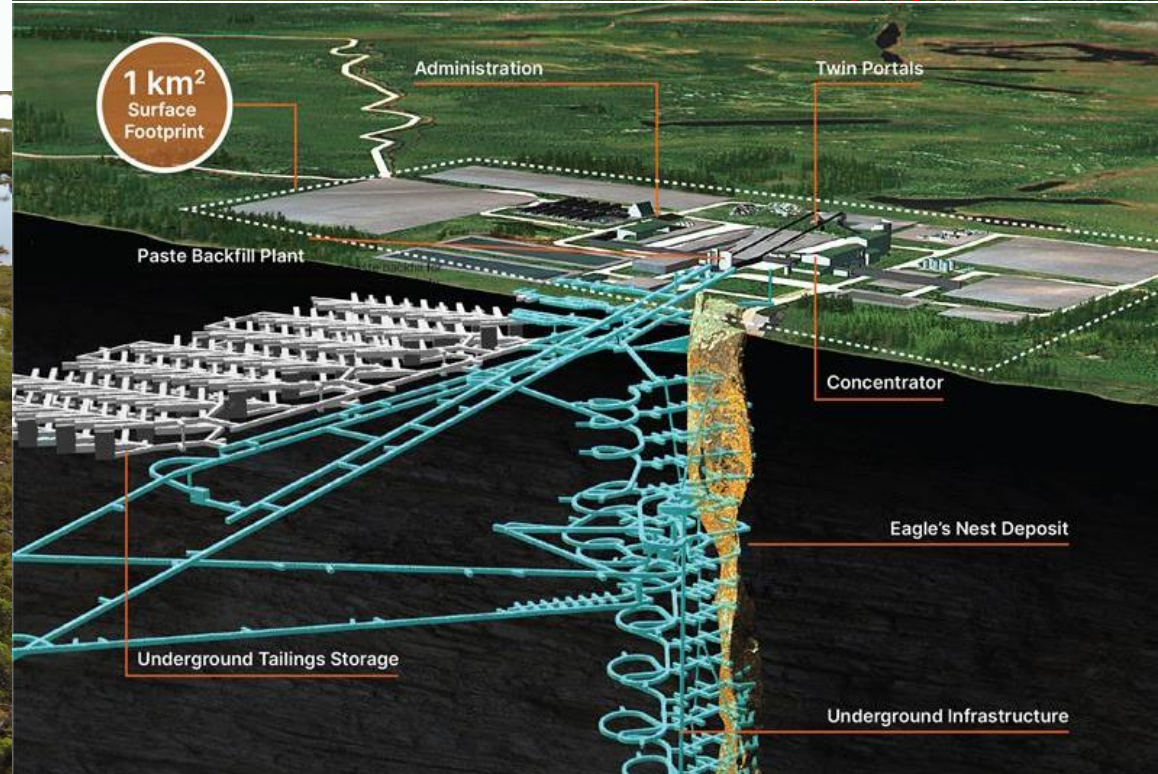


Center: Typical exploration drill pad (20 m<sup>2</sup> on average)

Right: Draft of Wyloo's proposed Eagle's Nest Project



Above and below: Eagle's Nest Surface and Underground Mine Design (DRAFT)



*RAWG's assessment priorities include community well-being, cultural and spiritual wellbeing, social and economic equity, and healthy environmental relationships.*

What do you know about the valuation of RAWG's assessment priorities in the Regional Assessment area?

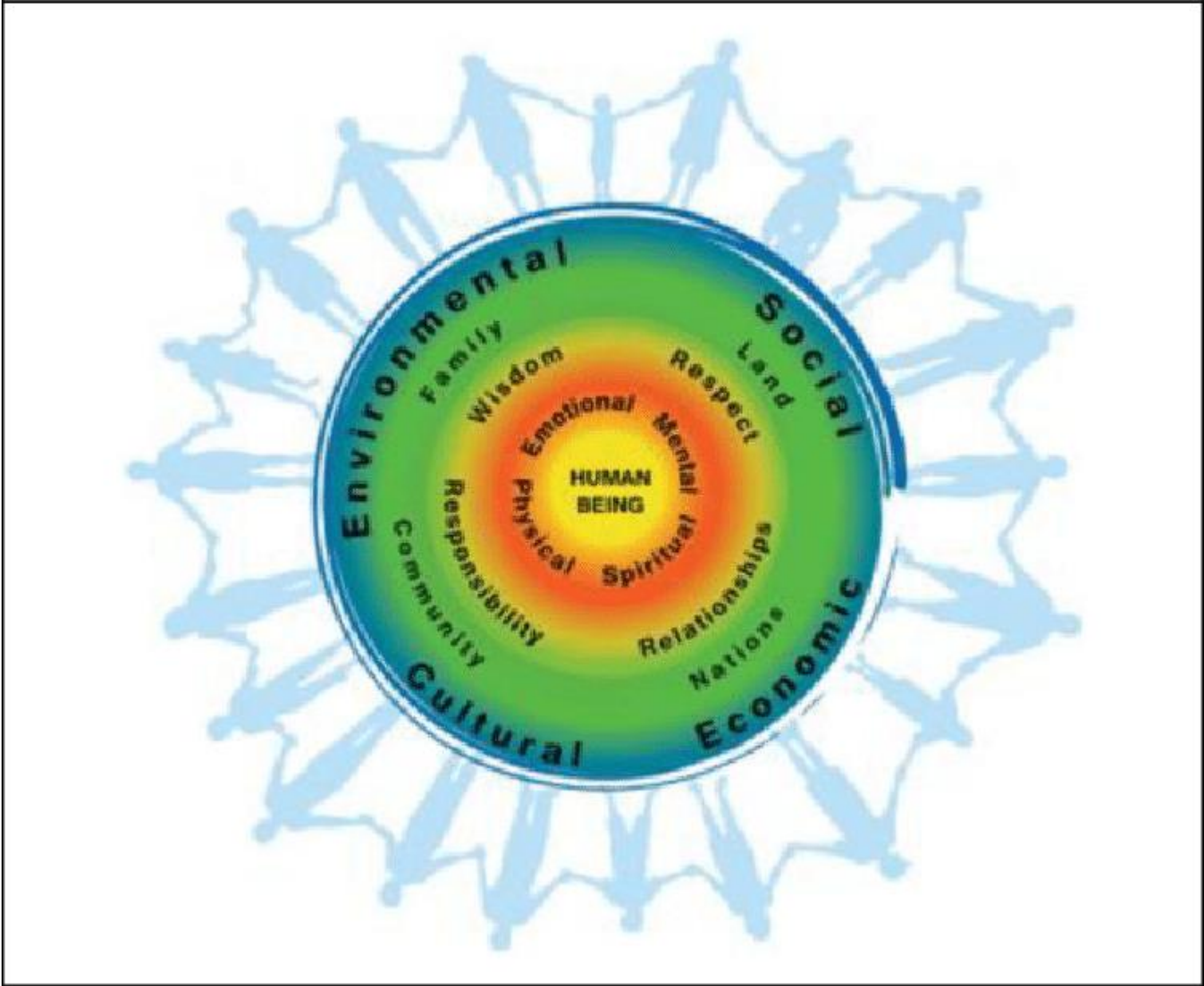
What are the best practices or methodologies for these types of regional valuations and how can this support communities in the context of resource development?

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*Dr. Gayle Broad*

# A Valuation Design & Process to Support RAWG's Assessment Priorities

Dr. Gayle Broad – 15 minutes



# What is 'valuation' ? More than \$\$\$\$



**Valuation is assigning a \$\$\$ (monetary) value while also 'telling the story' of the social, cultural, environmental value of an item**

A judgement about investment decisions can only be made when using comparable data.

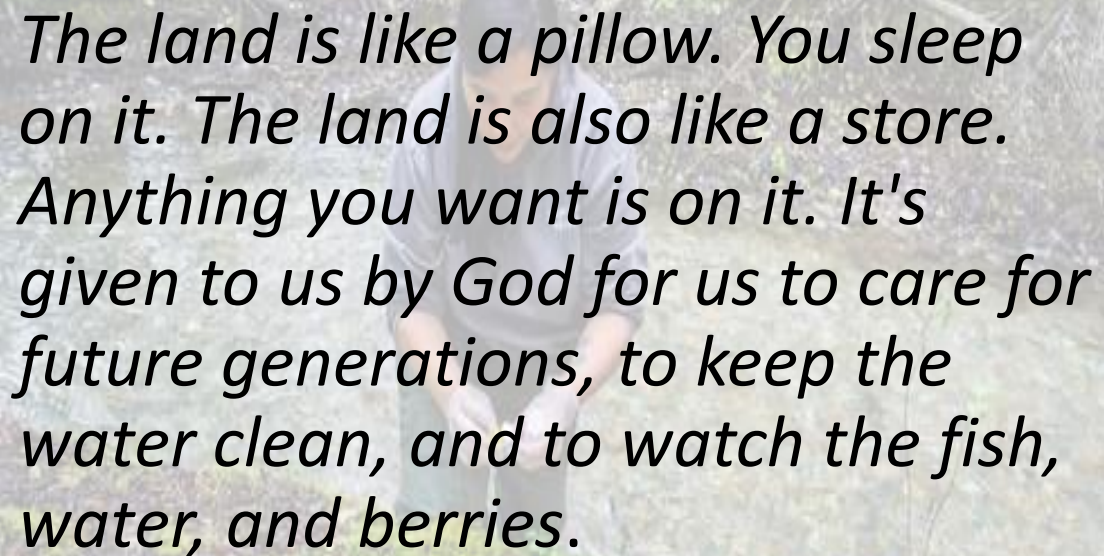
How can individual, community, cultural and environmental health and well-being be measured and monetized(\$\$)?

How can social and economic equity be identified, measured and assigned a \$\$ value?



**Communities have designed two methods that are now internationally recognized: Social Return on Investment (SROI) and Environmental Valuation (EGS).**

## Example – SROI - Guardian Programs In Lutsel K'e and the Dehcho region of the Northwest Territories



*The land is like a pillow. You sleep on it. The land is also like a store. Anything you want is on it. It's given to us by God for us to care for future generations, to keep the water clean, and to watch the fish, water, and berries.*

-Florence Catholique, Former Lutsel K'e Dene First Nation Chief

- Employs First Nation community members as stewards on the land, patrolling protected areas, monitoring fish and wildlife harvests, collecting data on impacts of climate change, tracking industrial development activities, and educating visitors about proper land use.
- Initial investment of \$4.5 million generated \$11.1 million in social, economic, cultural, and environmental value or ration of 2.5:1

# Environmental Valuing – *Example* - Manitoba Peatlands - \$128m annually

- Provisioning, well-being – water, medicines & food - \$4m
  - Regulation, maintaining habitable environment – climate regulation, water regulation & treatment, erosion control - \$94m
  - Cultural, Spiritual wellbeing – Healing, recreation - \$6m
  - Maintaining natural habitats - \$24m
- Identified but no \$\$ value assigned
- Micro-climates
  - Education & experiential activities
  - Pollination for agricultural and ecosystems
  - Soil formation to support economic activities & ecosystems

# What to Value? RAWG already-identified Factors

- a) To be well together (Community wellbeing) • Community safety • Family, youth and children • Housing and Infrastructure • Education • Food Security • Economic development and livelihoods • Community health
- b) Cultural and spiritual wellbeing - Physical and cultural heritage . Cultural vitality and traditional practices, including traditional food & medicine Continued way of life and exercising Aboriginal and Treaty rights Community-based teachings, including oral history Language Traditional community processes for deliberation and decisions Exercise of natural law
- c) Social and Economic Equity Intra and intergenerational values Social and economic conditions, including immediate and long-term Diverse economies and livelihoods Indigenous Women, girls and two-spirit individuals Current use of lands and resources for traditional purposes, including access to land and resources Access to skill development and economic opportunities
- d) Healthy Environment Relationships Water and river systems, including flows Wildlife and wildlife habitat, including species at risk, migratory birds, and fish and fish habitat Peatlands, Forests, Coastal and other unique environments & ecosystems Climate change adaptation Biodiversity Air quality

# Calculating \$\$ Amounts by Applying Recognized Economic Processes/Methods

## 1. (Social) Return on Investment

$$\text{SROI Ratio } 2.5:1 = \frac{\text{Present value of benefits } \$11.1 \text{ million}}{\text{Present value of investment } \$4.5 \text{ million}}$$

- Proxy Value – something that takes the place of another person or thing, or has the same meaning, purpose, etc as them or it: *Example: Postal codes are a proxy for socio-economic status and are a good proxy for life expectancy. [modified by author]*

<https://dictionary.cambridge.org/dictionary/english/proxy>

# Preferred Practices in Wholistic Valuation

- Engage communities in
  - Establishing priorities for valuation
  - Exploring existing SROI and Environmental Valuations to identify already existing valuations
  - Sharing stories of community/regional projects that show/illustrate costs and benefits of priority areas
  - Helping to identify possible proxies
  - Developing the Final Report
- Present Draft Report to communities for feedback and incorporate into final report.

# Why is this important/useful to RAWG?

The [SROI and Environmental Valuation] analysis provides information which can form the basis of decision making, case studies, qualitative, quantitative and financial reporting.

SROI is particularly valuable in the indigenous natural resource management context, because of the strong 'value' or importance of non-economic (particularly cultural) costs and benefits."

-Feuerherdt et al, 2018

By calculating the true costs/benefits in a wholistic way, it can

- a) provide a basis for comparing the relative benefits of any given development option and determining what development best meets community needs
- b) Negotiating appropriate compensation should development proceed
- c) Also may be valuable for determining preferred types of future development

# Conclusions

- Valuation using a combination of SROI and Environmental measures can be highly useful in illustrating in financial terms the relative value of programs that address the advancement of social, cultural, health, education, economic and/or environmental potential of communities
- The collaborative processes of conducting such valuations can build relationships and greater trust (social capital) both within the community and with external organizations, funders, partners
- They also provide a strong position for communities in any decision-making related to development as valuations identify its strengths (or assets) as well as an in-depth analysis of the proposal's costs

## Current Gap in SROI and EGS Studies in RAWG Region

- No SROI or ESG studies were found in a (limited) literature review of the RAWG assessment area
- Environmental Valuation GS study of Peatland in Manitoba area identified above
- Substantial research available on valuation of Boreal forests including Canadian context.
- Most of the coastal area bordering the Hudson's & James's Bays has been identified as being the site of salt marshes but no SROI or EV reports were available. Economic studies are limited as well due to impact of climate change on erosion and these sensitive ecosystems.  
(<https://www150.statcan.gc.ca/n1/pub/16-001-m/16-001-m2022001-eng.htm>)

- *[https://www.indigenousguardianstoolkit.ca/sites/default/files/Community%20Resource\\_Indigenous%20Leadership%20Initiative%20and%20Tides%20Canada\\_Analysis%20of%20Current%20and%20Future%20Value%20of%20Indigenous%20Guardian%20Work%20in%20Canada%27s%20Northwest%20Territories\\_0.pdf](https://www.indigenousguardianstoolkit.ca/sites/default/files/Community%20Resource_Indigenous%20Leadership%20Initiative%20and%20Tides%20Canada_Analysis%20of%20Current%20and%20Future%20Value%20of%20Indigenous%20Guardian%20Work%20in%20Canada%27s%20Northwest%20Territories_0.pdf)*

How can regional development opportunities affect current socio-economic conditions?

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*Zahir Jina*

# The Importance of Baseline

How is information gathered?

Identification of what could be impacted

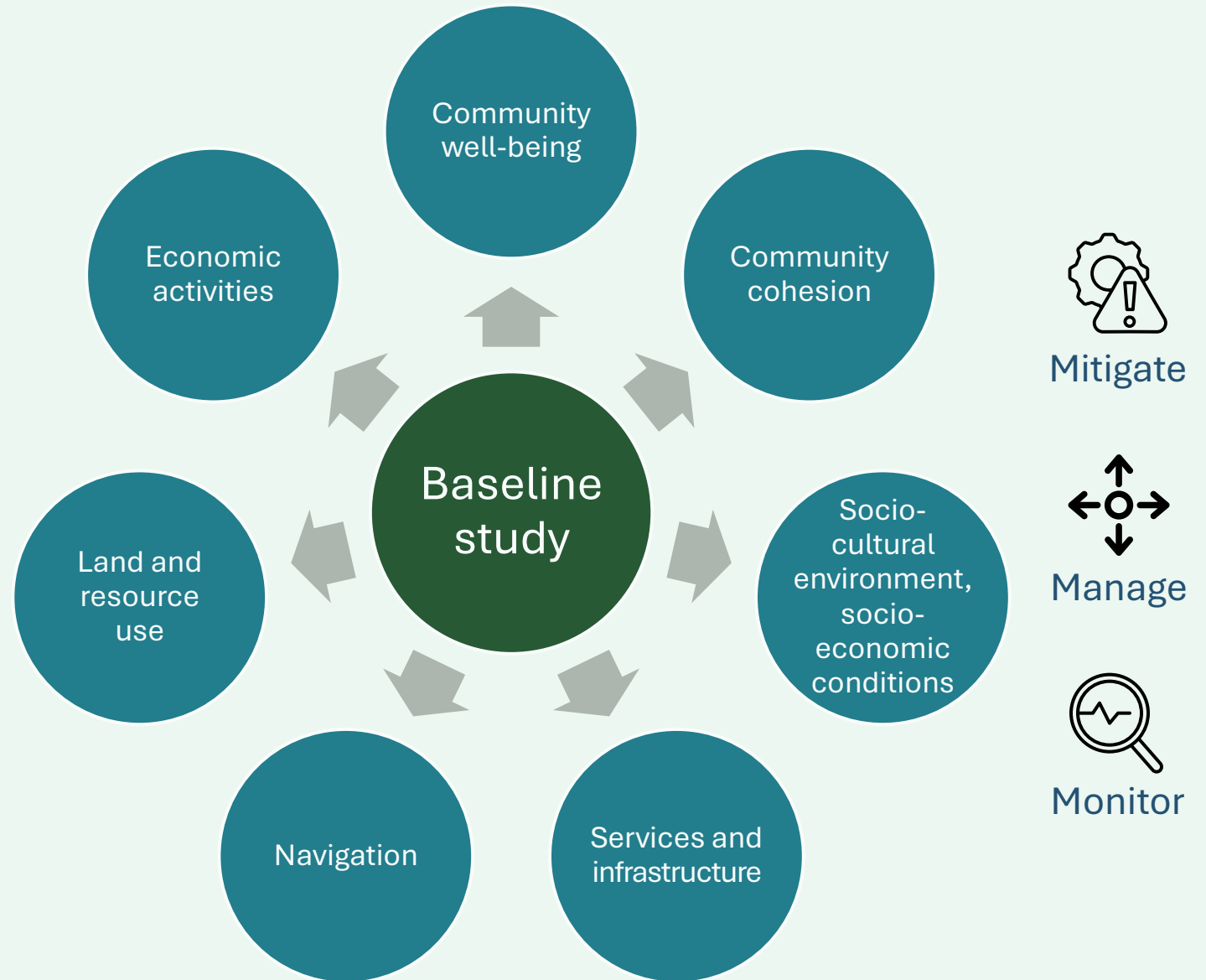
What are key areas for each Community?

What makes them key?

How are they measured and reported?

What is an “impact” ?

What is beneficial and not?



# Examples for Consideration

## Community Well-Being



Specialist medical care

- Increased specialist care / introduction of routine care

or

- Increased need and therefore reduced access

## Community Cohesion



United community of shared values

- Strengthened and passively shared values regardless of geographic location

or

- Increased influence and change / loss of community values

## Socio-Cultural Environment, Socio-Economic Conditions



Respect and support for elders and generational stories

- Additional options for support and capturing knowledge

or

- Inviting external influence and questions

# Examples for Consideration

## Services and Infrastructure



### Housing

- More consistent access to building materials and hardline power

or

- Increased cost due to increased population and delayed power

## Navigation



### Waterbodies for traditional activities

- Increased embrace of traditional activities

or

- Limited access due to increase of commercial enterprises

## Land and Resource Use



### Community hunting and traditional gathering

- Enhanced participation by Community

or

- Enhances non-Community members access to traditional areas

## Economic Activities

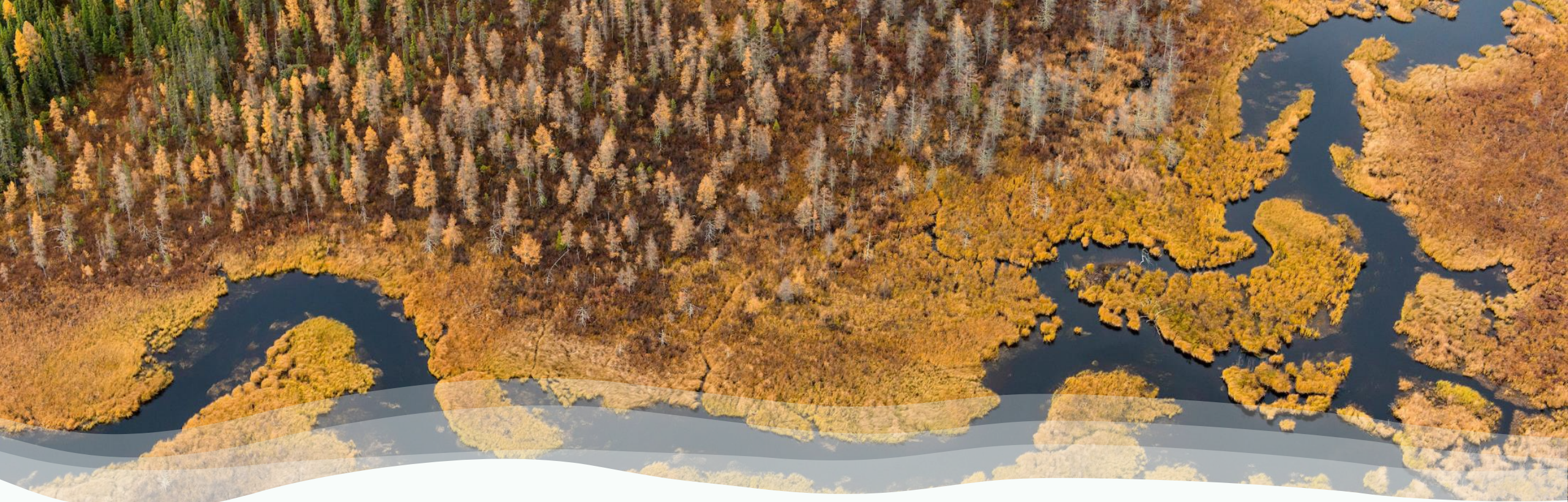


### Employment

- Inclusion and access to higher paying jobs, skilled labour and related employment

or

- Involved in profit sharing but not direct Community member employment



# Health Break

# Open Question and Answer Period

*Zahir Jina & Dr. Gayle Broad*



# Lessons Learned from other Communities

What can Indigenous communities learn from others' experiences in the region and beyond

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Jason Rasevych, Sara Jane Souliere & Dianne Tookenay

What kinds of benefit agreements, equity stake models, and/or other partnerships with Indigenous communities are being seen as most successful? Why?

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*Jason Rasevych & Sara Jane Souliere*

# The Shift in Perspective

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## From Transaction to Transformation



**The Old Way:** Consultation as a checklist. Agreements focused on mitigating negative impacts in exchange for financial compensation. Often led to mistrust and short-term thinking.



**The New Paradigm:** Partnership as the foundation. Agreements focused on co-creating long-term, multi-generational value.



**The Goal:** Moving beyond simple benefit agreements to true partnerships that advance **economic reconciliation** and **Indigenous self-determination**.

# Evolving Benefit Agreements

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- **Impact & Benefit Agreements (IBAs): More Than a Cheque**
- Successful modern IBAs are comprehensive community development tools.
- **Community-Directed Investment:** Funds go into trusts for long-term goals like housing, health, and education, empowering community control.
- **Capacity & Careers:** Mandated training, apprenticeships, and preferential hiring create lasting local employment.
  - Emphasis on **procurement** targets for Indigenous-owned businesses.
- **Environmental Co-Management:** Integrating Indigenous Knowledge with Western science for robust environmental monitoring and stewardship.

# The Game Changer Equity Ownership

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## From Stakeholders to Shareholders

Equity is the new frontier and the fastest-growing trend in Indigenous partnerships.

**What it is:** Indigenous Nations taking direct ownership stakes in projects located on their territories.

### Why it Matters:

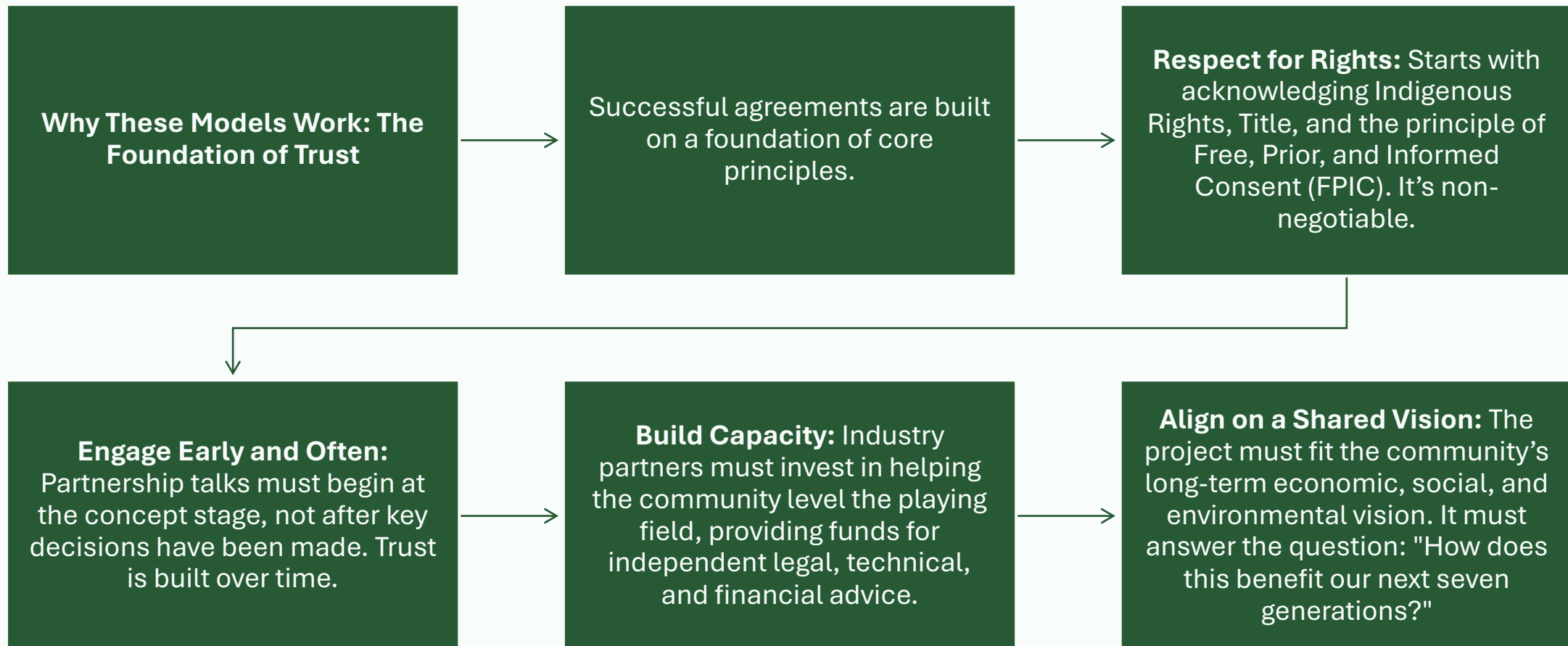
- **A Seat at the Table:** Moves from consultation to shared decision-making.
- **Direct Share in Success:** Provides long-term, own-source revenue streams, completely separate from government funding.
- **Aligns Interests:** Ensures all partners are working towards the same goal: a profitable, sustainable, and well-managed project.

# Equity Models in Action

- **Real-World Examples of Success**
- **Cedar LNG (Haisla Nation, BC):**
  - Majority Indigenous-owned major industrial project in Canada.
  - The Haisla Nation is not a stakeholder; they are the **proponent**.
  - Sets a new global standard for Indigenous project leadership.
- **Renewable Energy Partnerships (Across Canada):**
  - Numerous First Nations have become equity partners in wind, solar, and hydro projects.
  - Example: Ontario Power Generation has over 20 partnerships with Indigenous communities.
  - These projects often align with community values of environmental stewardship.



# The Pillars of a Successful Partnership



# The Business Case for True Partnership

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- **Good Partnership is Good Business**
- Embracing these models is not just social responsibility; it's a strategic advantage.
- **Project Certainty & Risk Reduction:** True partnership is the single greatest mitigator of social and political risk. It creates a "bulletproof" project.
- **Access to Capital:** Investors and financial institutions (ESG funds) are increasingly prioritizing projects with strong Indigenous partnerships and equity.
- **A Competitive Edge:** In a world that values sustainability and reconciliation, companies known as trusted partners will be the ones who succeed.

# Conclusion & Key Takeaways

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- **The Future is Shared**
- **Success is Collaborative:** The most successful models are moving from consultation to collaboration and co-ownership.
- **Equity is Key:** Direct equity ownership is the most powerful tool for aligning interests and creating multi-generational value.
- **Principles over Precedent:** Success is driven by a foundation of respect, early engagement, and a shared vision.
- **The Path Forward:** True partnership is the future of major project development in Canada.

# Equity ownership in regulated or long-lived infrastructure

## What it looks like:

Indigenous nations are taking a significant (often 30–50%) non-operating stake in power lines, pipelines, storage, or renewables, with cash flows backed by regulated or contracted revenues.

- **Hydro One's 50/50 equity model** on all new large transmission lines in Ontario (First Nations offered a 50% stake)
- **Enbridge + 23 Nations/Métis (Athabasca):** \$1.12B purchase for **11.57%** of seven pipelines—North America's largest Indigenous energy equity deal to date.
- **Oneida Energy Storage:** equity partnership among Six Nations of the Grand River Development Corporation, NRStor, Northland Power and Aecon under a 20-year IESO contract

**Why it works:** predictable, contracted revenue supports affordable financing; interests are aligned for the life of the asset; governance is clear because operators remain responsible for day-to-day. Loan-guarantee programs have supercharged these deals by lowering the cost of capital

## Indigenous ownership in mining is growing, and it can take a few forms: direct equity in companies, and project-level ownership of mines,

- **Taykwa Tagamou Nation → Canada Nickel (ON):** TTN invested **\$20M** via a convertible note (May 27, 2025). If converted, it equals **8.4%** of the company and includes a **board seat** advertised as the largest direct First Nation equity investment in a Canadian critical-minerals company to date.
- **Tahltan Central Government → Skeena Resources (BC):** A **\$5M** equity investment (2021) aligned with the Eskay Creek gold-silver project—often cited as an early, high-profile Indigenous co-ownership step in mining.
- **Selkirk First Nation → Minto Mine (YT):** In **June 2025**, Selkirk First Nation finalized purchase of the **Minto copper-gold mine's** assets, mineral rights and permits—reported as the **first time** an Indigenous government in Canada took full legal ownership of a mine.

# Impact & Benefit Agreements (IBAs) + Government revenue-sharing

## What it looks like:

For mining/forestry/energy, IBAs set terms for jobs, training, procurement, environmental oversight, cultural heritage protection and payments; provinces also share Crown resource revenues.

## Examples:

- IBAs are now standard in mining and have exceeded **500 agreements since 2000**; modern IBAs go well beyond simple payments.
- **Ontario Resource Revenue Sharing**: portions of forestry stumpage and mining tax/royalties to First Nations (e.g., **45% of forestry revenue**; **40–45%** mining tax/royalties depending on mine status). ie. Wabun Tribal Council, GCT#3
- **B.C. revenue-sharing** (FN Clean Energy Business Fund).

**Why it works:** creates reliable community benefits through cycles; IBAs with monitoring/implementation committees improve compliance and impact tracking. Research shows communities with IBAs saw measurable socio-economic improvements.

How can the RAWG best address challenges faced by communities who are directly impacted by or involved in mining developments as well as remote communities who are more indirectly affected?

Known challenges include employment barriers, murdered and missing Indigenous women, mining camps, remoteness and lack of environmental oversight.

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*Jason Rasevych & Dianne Tookenay*

# A Framework for Action on Mining Impacts

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- **Mining brings both opportunity and significant challenges.** These impacts are felt differently by those living next to a mine versus those in more remote, but connected, regions.
- **Known Challenges for Communities:**
- **Social & Safety Crises:** The link between temporary work camps ("man camps") and the tragedy of Murdered and Missing Indigenous Women (MMIW).
- **Economic Barriers:** Lack of meaningful, long-term employment and business opportunities.
- **Environmental Gaps:** Distrust and a perceived lack of independent, community-led environmental oversight.
- **The Tyranny of Distance:** Remoteness compounding every issue, from access to services to infrastructure deficits.

# Foundational Principle: Nothing About Us, Without Us

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- **The starting point for all solutions must be Indigenous self-determination.**
- Effective action is impossible without empowering communities to be the architects of their own future. This requires a fundamental shift from simple consultation to genuine, shared decision-making.
- **Core Principle:** Uphold and implement the **United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)**, with a focus on:
- **Free, Prior, and Informed Consent (FPIC):** Consent is a right, not a checkbox. It is an ongoing process that must be maintained throughout the entire project lifecycle. All strategies must flow from this principle.

# Action on Safety: Ending the MMIW Crisis & Securing Camps

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- **The link between resource extraction camps and violence against Indigenous women is documented and undeniable. We must treat this as a preventable crisis.**
- **RAWG Recommendations:**
- **Mandate Zero-Tolerance Policies:** Work with industry and government to make gender-based violence prevention training **mandatory** for all employees and contractors before they set foot on site. Implement strict, enforceable codes of conduct.
- **Fund Community-Led Safety:** Advocate for a portion of project revenue to be directly allocated to community-run safety initiatives, such as Indigenous Guardian or liaison programs.
- **Invest in Women's Services:** Earmark funds from Impact Benefit Agreements (IBAs) for culturally-appropriate services, including women's shelters, counselling, and youth programs in impacted communities.

# Action on Economy & Environment

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- **Create shared prosperity and build trust through shared oversight.**
- **Employment & Business:**
- **Move Beyond Quotas:** Focus on **capacity building** and skills development *before* a project begins to ensure local residents are qualified for high-skilled, high-paying jobs.
- **Mandate Procurement Targets:** Require project proponents to set and achieve significant spending targets with local Indigenous-owned businesses.
- **Environmental Oversight:**
- **Fund Independent Monitoring:** Resource communities to conduct their own independent environmental monitoring. This builds trust and provides a crucial layer of accountability.
- **Establish Co-Management Boards:** Champion Indigenous-led or co-led Environmental Management Boards with real authority over monitoring, mitigation, and even shutdown protocols.

# The Strategic Role of RAWG

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- **RAWG is uniquely positioned to be a catalyst for change.**
- Your role is not just to discuss challenges, but to drive systemic solutions.
- **Advocacy & Policy:** Be a unified voice advocating to provincial and federal governments for stronger regulations that legally require the solutions discussed today.
- **Knowledge Hub:** Act as a central repository for best practices. When a community or company develops a successful model, RAWG should study it, package it, and share it.
- **Facilitator for Funding:** Help communities access the capacity funding needed to engage in complex negotiations as equals and to establish monitoring programs.
- **Create an Accountability Framework:** Develop a public, transparent dashboard to track industry commitments made in IBAs and their real-world outcomes.

# A Vision for a Shared Future

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- **Moving from Conflict to Collaboration**
- By implementing this framework, we can change the narrative.
- Resource development does not have to come at the expense of community safety, environmental health, or cultural integrity.
- Through a partnership model built on respect, shared decision-making, and mutual benefit, we can ensure that the next generation inherits not the problems of the past, but the opportunities of a prosperous and sustainable future.

# Challenges

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- Capacity Support – Financial/Sectorial (Sourced from Industry/Government)
- Evaluation of Environment and Economic Scenarios
- Due Diligence on Assessment of Development modules

# Challenges

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- Unification of First Nations ie. Proximity and Environmental Interests in Evaluation of Impacts
- Have a unity agreement or order of graded levels of interest among the First Nations (priority of concerns environ/economic)
- The process of consultation/accommodation (pricing out impact for fin. Compensation)

# Examination of

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- Exploration/Build Models
- I.e. Geological Info., Proposed Build rendering of information assessments
- Examination of Economic Opportunities
- NSR/Royalties/Mining Taxes from Gov't (mining/milling/accounting expertise) Downstream- Capex to build and capital upgrades to operate – contracts related to that/Percentage Profit after all operating costs

# Challenges

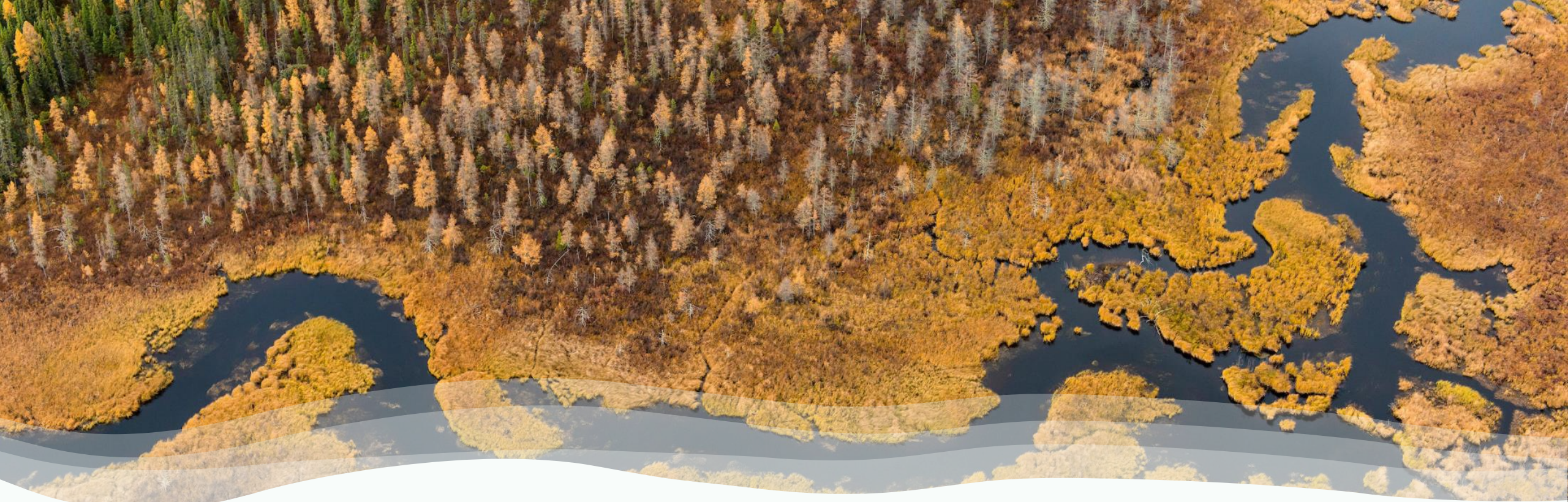
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- Valuation of Traditional Livelihoods and Access to Natural Homelands – Will be a Loss
- Traditional Livelihood Surveys, Value of Maintaining Self-Sustaining Lifestyle
- The power of consent, translating it to economic power vs. borrowing to participate in ownership, consent to control –ensure environmental standards and compliance (despite fed./prov. Legislative stances)

# Open Question and Answer Period

Jason Rasevych, Sara Jane  
Souliere & Dianne Tookenay





# Health Break

# Strategic Priorities

What are some of the most impactful socio-economic/regional development approaches that the RAWG should focus on?

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Dr. Gayle Broad, Jason Rasevych, Sara Jane Souliere, Dianne Tokenay & Zahir Jina

What do the presenters see as the most promising and important initiatives the RAWG could explore to advance a more healthy and balanced regional economy that addresses the diverse needs of communities?

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*Dr. Gayle Broad, Jason Rasevych & Sara Jane Souliere*

**1. Conduct a regional SROI/ESG**

**2. Explore Social Enterprises' Potential for Increasing Social and Economic Equity**

Dr. Gayle Broad – 10 minutes



# Some Principles

- Wholistic
- Land-based and Indigenous-led
- Demonstrate valuation of human and natural resources
- Collaborative, team-based (Builds/strengthens relationships with other FNs and/or internally between departments and organizations)

*Engages communities in identifying programs, goods and services that advance a healthier and balanced regional economy*

# Collaborating Health, Social Services & Economic Development programs



- Kitselas First Nation – K5T - <https://k5t.ca/> Wholistic approach to sustainability, community engagement, teamwork and community projects, K5T is a community-built, community-driven system promoting employment, education, and skills training for people within Northwest British Columbia.
- Shoal Lake FN podcast – Seeding Resilience: Land-based Life Promotion and Food Sovereignty <https://rainalgoma.ca/packsack/>

# Potential of Social Enterprises - *Example*

- The combined SROI ratio of the four Manitoba-based social enterprises (2.23 : 1) reveals the value that can be created (\$5.995M) through opportunities to work in a social enterprise environment for people otherwise facing significant barriers to employment through one fiscal year of investment.

Table 3: Most Valuable Outcome Experienced by Participants<sup>5</sup>

		Outcome	TPV
Participants	1	Increased life satisfaction due to having employment	\$ 1,191,622
	2	Obtain full-time employment with increased income	\$ 689,093
	3	Increased financial stability	\$ 192,659
	4	Avoidance of going back to criminal activity	\$ 154,951
	5	Improved employability	\$ 127,388

# SROI examples

[https://www.niaa.gov.au/sites/default/files/documents/publications/SROI-Consolidated-Report-IPA\\_1.pdf](https://www.niaa.gov.au/sites/default/files/documents/publications/SROI-Consolidated-Report-IPA_1.pdf)

- Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, in the far north-west of South Australia. Camels, donkeys and horses present significant impacts for the community in terms of vehicle collisions, community health, damage to infrastructure and water pollution, as well as impacts on sites of cultural and spiritual significance to the local communities. Annual cost impacts valued at \$4.2 million and possible dollar value of those animals valued at \$140 000, the study found that there was a net cost impact of ~\$4 million from not managing the impact of these animals.
- A ranger program that employs local community members to manage the impacts of large feral herbivores will provide a net benefit to society of ~\$3 million every year, aside from the additional benefits of employment and economic participation. The \$3-million net benefit accrues from saving human lives and costs associated with vehicle accidents, and reduced management costs and increased income for pastoral areas of the APY Lands.

- Great Smoky Mountaings Cherokee Casino Distribution - \$4-5000 per annum, distributed monthly to every Indigenous resident – improved educational outcomes, reduced mental health issues and drug use, reduced criminal behaviours, reduced hospitalizations - [https://www.nber.org/system/files/working\\_papers/w24337/w24337.pdf](https://www.nber.org/system/files/working_papers/w24337/w24337.pdf) and <https://jamanetwork.com/journals/jama/fullarticle/197482>

- Identifying wetland ecosystems and plants of Eeyou Istchee James Bay that are vulnerable to climate change <https://www.ouranos.ca/en/projects-publications/identifying-wetland-ecosystems-and-plants-eeyou-istchee-james-bay-are>

- Winnipeg study for 4 Indigenous Social Enterprises [https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/wp-content/uploads/2022/09/mbh\\_final\\_report\\_draft\\_jan\\_19v2.pdf](https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/wp-content/uploads/2022/09/mbh_final_report_draft_jan_19v2.pdf)

- Ranger Program in Australia [https://www.niaa.gov.au/sites/default/files/documents/publications/SROI-Consolidated-Report-IPA\\_1.pdf](https://www.niaa.gov.au/sites/default/files/documents/publications/SROI-Consolidated-Report-IPA_1.pdf)

# The Vision: Beyond Boom and Bust

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- **Our resource sector is the bedrock of our economy, but its cyclical nature creates instability.**
- A truly **healthy and balanced** regional economy for the North is:
- **Resilient:** Diverse enough to withstand downturns in a single sector.
- **Inclusive:** Ensures benefits and opportunities reach all communities, both Indigenous and non-Indigenous, remote and urban.
- **Sustainable:** Aligns economic growth with long-term environmental stewardship and social well-being.

# Initiative 1: Champion Indigenous Economic Leadership

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- **The single greatest opportunity for regional prosperity is to move from Indigenous participation to Indigenous leadership and co-ownership.**
- **How RAWG Can Lead:**
- **Champion a Northern Ontario Indigenous Equity Fund:** Advocate for a dedicated fund—supported by public and private investment—to provide Indigenous Nations with the capital to take significant equity stakes in major projects.
- **Promote Co-Ownership in New Sectors:** Facilitate partnerships for Indigenous-led or co-owned ventures in clean energy, sustainable forestry, and eco-tourism.
- **Frame Partnership as a Strategic Advantage:** Use RAWG’s platform to communicate to global investors that Indigenous partnership is the primary indicator of project certainty and sustainability in our region.

# Initiative 2: Build a "Circular" Regional Supply Chain

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- **Too much economic value leaves our region. We need to capture and circulate benefits locally.**

## How RAWG Can Lead:

- **Launch a Regional Procurement Hub:** Create a dynamic database connecting major industries with local and Indigenous small-to-medium enterprises (SMEs). Make it easy for major projects to buy local.
- **Incentivize Value-Added Processing:** Advocate for policies that encourage the processing of our raw materials—from minerals to timber—right here in the North, before they are shipped away.
- **Support the Full Lifecycle Economy:** Promote local businesses in the reclamation, environmental monitoring, and recycling sectors, turning a mine's end-of-life into a new business beginning.

# Initiative 3: Become a Global Leader in the Green Economy

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- **The global transition to a low-carbon future is the biggest economic opportunity of our lifetime. Northern Ontario is at the epicentre.**

## How RAWG Can Lead:

- **Brand Our Critical Minerals:** Market Northern Ontario not just as a source of nickel, lithium, and cobalt, but as the world's most **ethical and sustainable** source, thanks to our high standards and Indigenous partnerships.
- **Champion the Bio-Economy:** Support innovation that uses forestry by-products to create biofuels, bioplastics, and other high-value materials.
- **Drive Clean Energy and Connectivity:** Advocate for the transmission infrastructure needed to connect our communities and power new, clean industries.

# Where should we focus to advance a healthier and more balanced regional economy?

## 1) Co-governance & consent

- Indigenous Ownership & Equity, structure 10–30% Indigenous equity in major projects (mining, energy, infrastructure) using federal loan guarantees where applicable.
- Set and enforce Indigenous procurement targets (10–25%) with verified reporting, embed community-benefit clauses and local hiring/contracting requirements in capital projects.
- Regional Connectivity & Infrastructure, Prioritize all-season roads, grid interconnections/microgrids, and broadband for communities.
- Ensure the process is co-led, collaborative process centering Indigenous values, rights, and knowledge; transparent participation and protection of confidential Indigenous Knowledge.
- Apply a sustainability lens with a Seven Generations perspective.

## 2) Community wellbeing

- Prioritize safety for women, family/youth supports, housing & infrastructure, education, food security, livelihoods, and mental/physical health.
- Consider support for harm reduction of substance use

**Cont.**

**3) Culture & language**

- Protect heritage/burial sites; sustain traditional foods/medicine; uphold Aboriginal & Treaty rights; support language revival and natural law.

**4) Social & economic equity**

- Grow diverse local/Indigenous economies; ensure near and long-term benefits; improve access to land/resources and to skills & opportunities, with attention to Indigenous women, girls & 2SLGBTQ+ people.

**5) Healthy environment relationships**

- Steward water flows, wildlife & fish habitat, peatlands, and forests; advance climate adaptation, biodiversity, and air quality.

**6) Region-wide planning (not just projects)**

- Use scenarios and cumulative-effects analysis to guide choices; set clear indicators for decisions and monitoring.

What are the roles of different parties in achieving desired benefits and addressing areas of concern?

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*Jason Rasevych, Dianne Tookenay & Zahir Jina*

# The Premise: From Silos to Synergy

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- **The old model of parties working in isolation has led to conflict, uncertainty, and lost opportunity.**
- To achieve our shared goals of prosperity and sustainability, we must move to a new model of **shared responsibility**, where each party has a clear and complementary role.
- **Our Collective Goals:**
- **Benefits to Achieve:** Long-term economic resilience, community well-being, and regional self-sufficiency.
- **Concerns to Address:** Environmental risks, social disruption, and equitable distribution of wealth.
- This requires a playbook where everyone knows their position and how to work together.

# The Role of Indigenous Nations: Rightsholders & Visionaries

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- **Indigenous Nations are not stakeholders; they are Rightsholders and the original stewards of the land. Their role is to lead from a position of authority and vision.**
- **Core Responsibilities:**
- **Set the Vision:** Define the long-term social, environmental, and economic aspirations for their territories. What does a healthy future look like in seven generations?
- **Drive the Consent Process:** Lead the process for Free, Prior, and Informed Consent (FPIC), ensuring projects align with their values and laws.
- **Govern the Benefits:** Act as the government for their people, managing equity stakes and revenue streams to re-invest in community priorities like housing, language, and wellness.
- **Exercise Stewardship:** Lead environmental oversight through Indigenous-led Guardian programs, braiding Traditional Knowledge with Western science.

# The Role of Industry: Proponents & Partners

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- **Industry's role is to be the engine for projects, but this role has evolved. The proponent of today must also be a genuine partner.**
- **Core Responsibilities:**
- **Commit to True Partnership:** Go far beyond the legal duty to consult. Engage early, transparently, and with the goal of establishing co-ownership and equity models.
- **Share the Benefits Equitably:** Design projects where local communities, particularly Indigenous Nations, see a direct and significant share of the financial success.
- **Invest in Local Capacity:** Prioritize local and Indigenous businesses in procurement contracts. Co-invest in training programs that build a skilled local workforce.
- **Operate with Excellence & Transparency:** Strive for world-class environmental performance and be fully transparent with community partners on monitoring and results.

# The Role of Government: The Enabler & The Referee

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- **Government's role is to create the framework for success and ensure a level playing field for all parties.**
- **Provincial & Federal Governments:**
- **Uphold the Duty to Consult:** Act honourably to ensure Indigenous rights are respected and accommodated.
- **Modernize the Rules:** Update resource revenue-sharing policies and land-use plans to reflect the new partnership paradigm.
- **De-Risk Partnership:** Provide financial tools like loan guarantees to support Indigenous equity investment in major projects.
- **Ensure Robust Oversight:** Act as the credible, independent regulator for environmental protection, holding all parties accountable.
- **Municipal Governments:**
- **Plan for People & Growth:** Manage project impacts on local housing, infrastructure, and social services.
- **Foster Regional Unity:** Collaborate with neighboring Indigenous and non-Indigenous communities to champion shared regional priorities.
- performance and be fully transparent with community partners on monitoring and results.

# The Path Forward: RAWG as the Weaver

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- **With roles defined, who ensures they are synchronized? This is the core function of RAWG.**
- You are not just another stakeholder, but the platform that weaves these roles together.

## **RAWG's Strategic Role:**

- **Convene & Facilitate:** Be the neutral table where these parties build trust, align on goals, and solve problems collaboratively.
- **Champion Accountability:** Provide a forum to track commitments and ensure all parties are fulfilling their responsibilities.
- **Amplify a Unified Voice:** Advocate for this shared responsibility model, ensuring the North speaks with clarity and power.

# Role of different parties

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- Prov. Fed Responsibility
- Funding to support consultation/consent
- Gov't – Science Fields
- Industry – Industry Related Fields i.e. exploration –pools/budget build up to support this –continuance of footing the bill - potentially a full budget for examination of data by the people
- Funding elevates capacity-consent

# First Nations – Per Specific Priorities

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- Workout, Prioritize Priorities/Concerns i.e. Areas of Important Assessment ie. Environ.- Land Uses Priorities – Active On the Land
- Really work towards to Agreements on Topics/Priorities – How to collectively work together
- Gov't/Industry Respect-Actionable



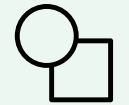
## **Common Agreement on Approach**



## **Proceed with Patience, Respect and Understanding**



## **Recognition of History**



## **Recognition of Competing Priorities**



## **Transparency and Access**

## **Government**

- Respect for Treaties, Agreements and Relationships
- Mandate to “unlock” economic potential accelerated with challenge to sovereignty and the delicate balance
- Clarity in rationale, requirements, process and timelines

## **Proponents**

- Respectfully and transparently engage with Indigenous Communities, Regulators and Stakeholders with a feedback loop
- Prioritize the voice of Communities and Regulators, with a focus on Indigenous Employment and Agreements
- Approach development holding the environment and safety paramount and demonstrating that commitment

## **Indigenous Communities**

- Ownership in identifying and communicating Community priorities
- Sharing information within the community and providing access

## Major Challenges

### **Social & Legal Disagreement:**

lack of consensus among First Nations.

Some are partner with Ontario on road projects; others pursue legal action to defend their rights.

**Environmental Risk:** Ring of Fire located in significant peatland (bogs, fens, mires and muskeg), a carbon sink.

Development can impact the ecosystem and requires a transparent and robust approach to responsible development.

**Infrastructure Costs:** Immense cost of building all-season roads, power lines, and other infrastructure remains a significant barrier.

## Path Forward

**Road Construction Begins:** Ontario government announced \$62 million project → upgrade main road in Geraldton

Signals "first major physical step" toward building network into the Ring of Fire.

**Advance Commitments:** Ontario to establish “an agreement to share the economic benefits of forestry and mining operations in the region” with Aroland First Nation and potentially other interested nearby First Nations.

**Shifting Messaging:** Ontario has passed legislation to fast-track major projects, including the Ring of Fire, aiming to accelerate development and counter economic threats.

**Continued Consultations:** Both Ontario and mining companies maintain that partnerships with First Nations are central to the project's success, even as some communities pursue legal action.

# Open Question and Answer Period

Dr. Gayle Broad, Jason  
Rasevych, Sara Jane Souliere,  
Dianne Tookenay & Zahir Jina



