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Socially Responsible Development in the Rapidly Evolving Canadian North

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**Socially Responsible Development in the
Rapidly Evolving Canadian North:**
Community-University Research Alliances (CURA) Grant
Application to the Social Sciences and Humanities Research
Council of Canada (SSHRC)



**Application Summary and Detailed
Proposal**

Submitted September 18, 2009



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List of Applicants, Collaborators and Partners

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Glenn Nolan, Missanabie Cree First Nation

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Collaborators:

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Jim Cooney, Jim Cooney and Associates

Arn Keeling, Memorial University

Bob Kingsbury, Indian and Northern Affairs Canada

Rick Meyers, Mining Association of Canada

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Paul Wilkinson, Paul Wilkinson and Associates

Alan Young, Canadian Boreal Initiative

Partners:

Advanced Broadband Enabled Learning (ABEL), York University

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Institute for the Study of Corporate Social Responsibility at Ryerson University

Jim Cooney and Associates

Labrador Iron Mines Limited

Mining Association of Canada

Mining History Research Group

Missanabie Cree First Nation

Naskapi First Nation

Natural Resources Canada

New Millennium Capital Corporation

Nuclear Waste Management Organization

Paul Wilkinson and Associates

Prospectors and Developers Association

Transparency International Canada

Statement of Relevance

‘Corporate social responsibility’ and ‘socially responsible economic development’ are themes that have a distinct and particular resonance for First Nations and other communities in the Canadian North for a number of reasons. They can have a somewhat abstract and ethereal quality for people, communities and corporations wrestling with the need to make difficult decisions in challenging environments. More particularly, while frequently promised in the proposal and planning stages of economic development projects, they seem historically to have been singularly lacking in implementation and development outcomes. Resource extraction in general, and mining in particular, provide poignant illustrations of this history. Yet, mining in particular continues to offer one of the most promising opportunities for economic development for a North rich in mineral resources.¹

This Community/University Research Alliance (CURA) will focus on mining and its potential for economic development, most specifically in the northern areas of Canada’s provinces. Our goal is to contextualize and operationalize the concepts of corporate social responsibility and socially, economically and environmentally responsible economic development in a way that is meaningful and accessible to First Nation and other northern communities and to mining companies engaged or interested in developing the area’s vast mineral resources. We propose then to assist in the development of the capacity to access and share that knowledge, and to engage in dialogue that will bridge cultural, linguistic and geographical divides.

Our project will be of particular significance for our primary community partner, the Naskapi Nation, whose Chief issued the challenge to undertake this study. The traditional territory of the Naskapi Nation encompasses a vast iron ore deposit that offers the only realistic opportunity for economic development in the region. In the absence of other options, failure to develop this resource might well mean the dispersal of the community and the disappearance of a unique culture and language. Equally, mining development, following historical patterns and resulting in corrosive local cultural, economic and environmental impacts, would be even less welcome than the alternative of no development at all. A primary objective of our project is to map the value systems that the Naskapi and our two mining company partners must unavoidably enter into dialogue, debate or conflict if mining development is to occur. We propose, then, to explore the implications of an integrated application of emerging and evolving systems, ideas and tools (the law, Impact and Benefit Agreements, the Socially Responsible Investment movement and historical analysis), for bringing what has been historically distinct and abrasive value systems into dialogue and mutual accommodation. If successful, the result will be the development of tools and insights that the Naskapi and the mining companies can use to build mutually beneficial relationships with the promise of mutual, long term benefit.

The relevance of our findings for a second community partner, the Missanabie Cree, will be undertaken as a second step in the project. And, as a third step, the applicability of our findings to other First Nation (and if feasible non First Nation) communities in the North will be undertaken.

Our goal is to increase the capacity for community decision-making and empower a more confident engagement in negotiations and collaborative planning that will contribute to sustainable economic development and the well being of the local communities impacted. We expect to generate new empirical data and theoretical insights and contribute to the development of public policy involving, for example, Aboriginal land claims, self government, corporate self regulation and local governance. The project will contribute to graduate student training and stimulate and contribute to curriculum development, and capacity and professional development at all levels of the educational system, beginning with the local school in Kawawachikamach. Related training and the development of educational materials and capacity development tools will also be undertaken with our mining partners.

¹ A recent report by NRCan indicates that there are over 100 active mines in the general area of this research project representing roughly 44% of Canada’s mining activity, and that \$2.5 billion was spent on exploration in 2007.

Summary of Proposed Research

Economic development has been identified by many northern First Nations and other northern communities as essential to their survival and their quality of life. It is now widely acknowledged, however, that economic development alone cannot and will not ensure the well being of the northern communities it impacts. What is required is development that is economically, socially and environmentally sustainable. To achieve this goal, development must be grounded on an awareness of, and respect for, the insights, traditional knowledge, cultural imperatives, and rights of northern Aboriginal and non Aboriginal communities. At the same time, attracting the development so necessary to the creation and maintenance of viable communities in the North requires a shared and realistic appreciation of the economic imperatives that ground and attract economically viable and socially responsible development. Currently, there is a pressing need to build shared understandings of the values, needs, expectations and knowledge, that can lay the foundations for “joint visioning” of the design and implementation of development projects in the Canadian North, a need to which our proposed Community/University Research Alliance (CURA) is a response.

Our Community/University Research Alliance has three goals:

- knowledge generation, aimed at mapping the diverse values that intersect around economic planning and development initiatives;
- capacity building, so that northern First Nation and non Aboriginal communities, resource development companies, and relevant stakeholders are better able to form productive relationships and together navigate the complex process of moving toward responsible development; and
- knowledge mobilization, to ensure that, through dialogue assisted by advanced information communication technologies, knowledge is accessible and shared across the North and with companies exploring or engaged in mineral extraction in the North.

The initiative for this CURA originated with and is being formed at the specific request of our two community partners, the Naskapi Nation of northern Quebec and the Missanabie Cree Nation of northern Ontario. For these partners and many other similar communities in the Canadian North, resource extraction and mining offer an opportunity, and, in some cases, the only realistic opportunity, for economic development. This project will focus primarily on the challenges and opportunities that mining poses particularly for First Nations in the northern areas of Canada’s provinces and for the companies interested in mining the North’s mineral wealth.

The research team will be jointly led by Wesley Cragg, Director of the Canadian Business Ethics Research Network (CBERN), based at the Schulich School of Business at York University, two First Nation partners, a First Nation Elder and an experienced team of four academic co-applicants drawn from three universities, York, Carleton and Guelph. The research team will also include, as partners and collaborators, three Canadian mining associations, two mining companies, two national government departments, three Not-For-Profit organizations, three self employed business consultants with extensive experience in the mining industry, and an additional four scholars from three additional universities.

We anticipate that this CURA will yield new knowledge and theoretical insights on the concept of responsible development in the North, as well as practical tools for increasing the capacity of First Nation and other northern communities and resource extraction companies to share knowledge and resources on these issues. Of equal importance, this CURA will support the evolution of institutions, processes and guidelines that will contribute positively to community well being and economic development in the Canadian North.

Detailed information about the project is available at: www.cbern.ca/ethicsandnortherndevelopment.

Detailed Description

Subject Area and Broad Aim: Economic development is clearly a high priority for northern First Nations and other northern communities. Economic development alone, however, is unlikely to advance the well being of those living in the North. What is required, rather, is development that is grounded upon an awareness of, and respect for, the insights, traditional knowledge, cultural imperatives and rights of northern Aboriginal and non Aboriginal communities. At the same time, attracting the development so necessary to the creation and maintenance of viable communities in the North requires a shared and realistic appreciation of the economic imperatives that ground and attract economically viable and socially responsible development. Currently, there is a pressing need to build shared understandings of differing values, needs, expectations, knowledge and experience that can lay the foundations for “joint visioning” of the design and implementation of development projects in the Canadian North.

Genesis of this Proposal: The Canadian Business Ethics Research Network (CBERN) is a cross-disciplinary, cross-sectoral network created with SSHRC funding in the spring of 2007. Its purpose is to raise the visibility of Canadian research and leadership, disseminate research findings more effectively, build research capacity, assist in coordinating research initiatives, encourage ethical business practice, and highlight the importance of linking economic development and societal well being (www.cbern.ca). Of particular interest for the purposes of this research proposal is that, from its inception, CBERN’s focus on ethics has attracted the interest and participation of a number of First Nation leaders. This proposal has its genesis in a request from one of CBERN’s original partners, the Naskapi Nation of Kawawachikamach.

The traditional lands of the Naskapi Nation are located in northern Quebec and lie in a mineral-rich area north of the limit of commercial forestry. There is no potential for hydroelectric development in this area. The only possibility for a sustainable economy lies with mining. The Naskapi Nation is fearful that, if they are not able to develop economic opportunities in mining, their youth will be forced to leave their community to search for employment elsewhere. The consequence would be the rapid disappearance of a unique culture, forged in the environment of northern Quebec over a period of 400 years. The Iron Ore Company of Canada operated in this region in the town of Schefferville between 1954 and 1982. The Naskapi Nation was essentially excluded from any benefits associated with the operation of the Schefferville mine. Moreover, the mining activities during the operation created serious environmental damage, which was compounded by the lack of investment and information for mine site restoration and remediation.

In order to move forward, the Naskapi Nation must forge relationships with potential mining partners. However, they currently lack knowledge of, or even access to, research and information, regarding the experiences of other northern communities and the evolving standards of corporate social responsibility. Further, they lack the tools and skills required to forge agreements (e.g. Impact and Benefit Agreements) that will ensure that development contributes to the long term well being of their community. Even where tools and other resources exist, they are often invisible or inaccessible. The Naskapi Nation’s plight illustrates the need:

- for expanding dialogue and building connections between and among individuals and communities in the North;
- for mobilizing the knowledge and experience of Northern communities among the communities themselves and with the companies whose resources are needed if sustainable economic development is to occur;
- for access to tools and resources being developed by leaders in the private sector, NGO’s, governments, and academic researchers with the goal of setting and implementing standards designed to help ensure ethically grounded economic development; and

- to facilitate communication that will allow actual and potential investors and northern First Nations and non Aboriginal communities to better understand each other with a view to accessing investment that will contribute to long term community well being.

Challenges and their resolution: The position in which the Naskapi Nation finds itself is not unique. Socially responsible economic development in the Canadian North has long faced significant challenges. The first and most obvious are communication and knowledge sharing that is challenged by the sheer geographic distances that separates people and communities in the North, combined with the elevated costs of travel.²

In response to this first challenge, a key objective of this Community/University Alliance (CURA) is to explore, experiment, and test the viability of advanced information communication technology and techniques for purposes of research, knowledge mobilization and capacity development, when working with remote northern communities separated by great distances. With this goal in mind a website portal hosted on the CBERN website (www.cbern.ca/ethicsandnortherndevelopment) has been created. The CBERN website is powered by a user-friendly website content management system. The website will provide a portal to a suite of advanced information communication technology tools. These tools will be used to facilitate research activity, knowledge mobilization and capacity development, via virtual meetings, webinars, and creative and innovative uses of social networking tools like Facebook. Our work with advanced information communication technology will be supported by the Advanced Broadband Enabled Learning (ABEL) program at York University (www.abelearn.ca).

It is clear from our research, however, that the use of these tools will have to be supported by face-to-face meetings, workshops, seminars, and community and public gatherings. One of purposes of face-to-face meetings will be to evaluate the variety of communication strategies with which we propose to experiment.

The website portal will also provide access to the CBERN database of resources, CBERN's national and international network, as well as access to CBERN's Ethics of Resource Extraction and Socially Responsible Investment research and research clusters. Also key to this aspect of our project will be identifying and linking to other networks focused on development in the North. Duplication of other website development initiatives will be avoided, and cooperation and synergies will be emphasized, exploited and embedded in the design and operation of our CURA.

A second challenge also lies at the heart of this project. Mineral exploration and extraction in northern Canada has historically generated considerable wealth for developers and the Crown. This development, however, has long been associated with significant environmental degradation, as well as the disruption and transformation of traditional northern livelihoods, and seldom if ever delivered benefits to Aboriginal communities proximate to mine sites (Viega et al., 2001; Hipwell et. al., 2002; Chapin et. al., 2004, Cragg 1996). The result is a legacy of misunderstanding and distrust that Hyden King has described as "A Canyon of Misunderstandings" (G&M, Oct. 29, 2008), that today infects responses to development and particularly mining proposals by First Nation communities across the country. An illustration of the debilitating and disruptive impact of this legacy (of which there are many) is the ongoing (11 year) dispute between Platinex and the Kitchenuhmaykoosib Inninuwug First Nation.³

This legacy challenge is at its heart an ethical challenge. The issues it raises are ethical issues. Thus, if social, economic and environmentally sustainable economic development in the North, seen from the perspective of both investors and First Nation and other northern communities, is to take place, it is ethical values that must be articulated and brought into dialogue. A primary objective of this CURA is to map the values that need to be brought into dialogue and seek to understand how that dialogue might be

² In June 2009, Dr. Cragg travelled both to London, England, and to Schefferville, Quebec from Toronto. The air fare to Schefferville was three times the cost of air fare to London England.

³ For a brief description of this and other conflicts see the Canadian Boreal Institute report entitled: "Mineral Exploration Conflicts" (May 2008). See also the *G&M*, Sept. 1, 2009, A5: "Natives, mining firm dig in their heels".

facilitated and guided toward outcomes that are seen as fair and ethically justifiable from the perspectives of both the companies and the local First Nation communities involved.

It is important to acknowledge, however, that we are not the first to seek to address the ethical or the development issues that industrial development in the North in general, and mining in particular, have generated. Associations like the International Council on Mining and Metals (ICMM), the Mining Association of Canada (MAC), and the Prospectors and Developers Association of Canada (PDAC), to say nothing of the work of Natural Resources Canada (NRCan) and Indian and Northern Affairs Canada (INAC), have developed standards of best practice and tool kits for industry and First Nations. The law, too, is evolving rapidly. The use of Impact and Benefit Agreements (IBAs) is becoming common. The language of socially responsible investment is beginning to penetrate the vocabulary and the awareness of northern focused investors. Finally, our understanding of the history of economic development in the north in general, and mining in particular, is rapidly developing.

All the developments just described point in promising directions. However, the knowledge base these developments have created, is, like the social, cultural and population base in the North, badly fragmented. Equally important, the traditional knowledge, insights and practical experiences of the Aboriginal Peoples have been largely excluded from that knowledge base as it is typically accessed by non Aboriginal users.

Our project has as its goal to determine whether and how existing knowledge, both Aboriginal and non Aboriginal in origin, might be both integrated and applied to facilitate mining based economic development in the North. Equally important is understanding whether and how to make the knowledge generated by this study accessible to both First Nation and other local communities in the north and to the companies driving that development. Finally, knowledge is of little practical value where, although available, the capacity to put it to work is absent. Understanding what is required by way of capacity development for the key players, understanding the appropriate roles of the various players, and hopefully initiating that development are therefore a third objective of this project.

Detailed research plans: Our research will proceed in three cycles. Cycle One research will take place over the first two years of the project. Our primary community partner will be the Naskapi Nation and the focus will be mining developments in the Schefferville area of northern Quebec and Labrador. The scope of research activity will be broadened in Cycle Two to include our second community partner, the Missanabie Cree of Northern Ontario, whose characteristics vary significantly from those of the Naskapi but who share a desire to benefit from economic development, while avoiding the legacy costs of development so often experienced in the past. Cycle Two will begin in year three and continue through years four and five. Cycle Three will see the scope of the project again broaden to include three additional communities in the north of Canada's provinces with a view to assessing the broader relevance of Cycle One and Two findings. Throughout each of these Cycles, our non Aboriginal partners will play significant though varying roles.

A) Cycle One: We have chosen the Naskapi Nation as our primary partner for of a number of reasons:

- The Naskapi have asked CBERN to partner with them as they seek to understand the values that need to be respected and the implementation of those values if mining development is to generate social, economic and environmentally sustainable benefits for their community;
- The Schefferville area has extensive proven iron ore deposits with a 30-year (1954-1982) history of mining and direct experience of mining's damaging legacy for local communities;
- Two companies, New Millennium Capital Corp. and Labrador Iron Ore Co. are actively engaged in opening mines in the area. Both companies have agreed to partner with this project;
- The Naskapi Nation is a co-owner of one of the mining projects; and
- The Naskapi Nation has a proven track record of self government and is physically self-contained.

For all of these reasons and others described elsewhere in this proposal, the situation of the Naskapi Nation provides an excellent opportunity to study and seek to resolve some of the most challenging

issues that northern communities, particularly First Nations, typically encounter as they seek to understand how to encourage economic development that will contribute to their long-term well being.

Cycle One of the project will have three key elements:

A.1] It is ironic that mining companies willingly spend millions of dollars mapping the geography and geology of territories which hold development potential, while investing little or nothing mapping the values of the inhabitants of that territory. This is surprising because it is those values on which the visions and aspirations of the local inhabitants are grounded. Furthermore, it is those values that will provide the benchmarks for judging the fairness and ethical acceptability of the activities of the companies focused on development opportunities locally and, quite possibly, nationally and internationally.

Cycle One research is designed to model a different approach. It begins by undertaking to map the values that the Naskapi, on the one hand, and the companies proposing to develop mining operations on the other, are bringing to the discussions and planning around mining development on the traditional lands of the Naskapi Nation.

The research for this core component of the project will be carried out by a Naskapi research associate or associates guided by the Project Director, Wesley Cragg in collaboration with Philip Einish, former Chief of the Naskapi Nation, Gordon Williams, a First Nation Elder, and Paul Wilkinson, a First Nations consultant. Methodology will be modeled on a values mapping SSHRC funded research project launched in the 1990's involving four Canadian resource extraction projects, each of which engaged and impacted Aboriginal communities in the North. The methodology is described and evaluated in a series of articles in academic and professional journals and in presentations and lectures to industry and academic conferences (Cragg 2003, 1999, 98, 96, 95, 94 & 93). The goal of this CURA will be to:

- identify and characterize the values that the Naskapi community, on the one hand, and the two mining companies, on the other, believe should guide mining based development in the region;
- build an inventory of those values;
- investigate how those values are ordered and prioritized by those involved;
- identify the underlying normative structure and justification of those values and create values profiles of the companies and the community; and
- map points of convergence and divergence and study their implications for achieving shared understanding and constructive dialogue.

The values mapping research will be carried out in two steps. The first will involve an initial study of the Naskapi community and the mining companies based largely on existing documents and oral history. Some of this work is already underway or has already been completed.⁴ The second will involve interviews with elders, elected leaders, and young people in the Naskapi community on the one hand and management and employees of the companies on the other. Naskapi community research will be carried out by a Naskapi research associate(s) who we anticipate will remain a key member of the research team throughout the project. (Note that project governance is discussed in detail in the Partnerships and Alliances section of this application.)

A key element of the validation process of the findings that will emerge from the mapping exercise is whether those being profiled recognize themselves in the profiles or ethical portraits emerging from the mapping exercise. The purpose of the resulting maps is to allow the Naskapi, on the one hand, and the mining companies, on the other, to understand the moral logic of the positions being taken on issues arising from development proposals. Previous research suggests that understanding of this nature facilitates the growth of respect and builds trust, which in turn facilitates more effective and respectful dialogue and negotiation (Cragg 2003, 1999, 98, 96, 95, 94, & 93).

⁴ Three separate visits over the past four months to Kawawachikamach have established that much of the background information required for this study has been assembled by the community itself some of which is now available on our Naskapi website portal (www.cbern.ca/ethicsandnortherndevelopment).

A.2] Four satellite research projects designed to identify and examine key contextual factors relevant to the design and implementation of ethical frameworks that will ensure that the benefits of economic development are fairly shared will form **the second element** of Cycle One research.

A.2.i] A first significant factor impacting development in the Canadian North is the law. Legal institutions are crucial to ensuring environmentally sustainable and culturally appropriate development for northern First Nations. While there is much academic knowledge regarding the legal status of First Nations and how regulations, courts and other legal institutions notionally affect them, a nuanced understanding of how law shapes development within specific indigenous communities in specific circumstances is often lacking. This satellite project, led by Benjamin Richardson, will map the issues, values and impacts of four areas of law that impinge upon the economic development aspirations of the Naskapi Nation.

First, Aboriginal rights law shapes both decision-making procedures and the substantive legal norms that govern economic development in First Nations (Asch, 1997; McNeil, 1998; Knafla and Westra, 2009). Procedurally, the Crown's duty to consult with First Nations when proposing decisions that may affect their interests is the foremost consideration. Constitutionally protected Aboriginal and treaty rights, such as for land and hunting, are among the indigenous interests that must also be reckoned with in consultation. At an international level, there are also relevant emerging legal principles including the 'free, prior and informed consent' principle, found in the United Nations Declaration on the Rights of Indigenous Peoples (Rosenthal, 2006).

Second, this satellite project will investigate how Canadian environmental law affects economic development in Naskapi lands – including consideration of the values this regulatory system accentuates, how it intersects with Aboriginal rights, and First Nation participation in environmental decisions (Borrows, 1997; Nettheim, Meyers and Craig 2002; Richardson, 2009).

Third, this satellite project will examine business and investment law, which shapes the interpolation of corporate interests. How can managers of mining companies reconcile their fiduciary duties to promote the best economic interests of their firm with the demands of First Nations? (see *Peoples Department Stores Inc (Trustee of) v. Wise*, 2004; *BCE Inc v 1976 Debentures*, 2008 and (Waizter, 2010). The project will also look at emerging Canadian legal norms for socially responsible investment as a means of recognizing indigenous concerns.

Finally, this satellite project will also examine soft law standards, for example voluntary ethics codes (Richardson, 2007) and the use of Impact and Benefit Agreements (IBAs) and explore their value for ensuring that mining based economic development in the Schefferville region contribute positively to a sustainable future for the Naskapi Nation.

A.2.ii] It is increasingly accepted that an IBA can serve as a novel tool to recognize Aboriginal rights to local resources, further mitigate mining-related environmental and social impacts, and enable the delivery of benefits to local communities in a way not afforded by existing regulatory frameworks (Kennett, 1999; O'Faircheallaigh, 1999; Sosa and Keenan, 2001; Galbraith et al., 2007; Prno and Bradshaw, 2008). Notwithstanding their widespread use, however, the content of IBAs remains largely confidential. Communities that have yet to negotiate an IBA have few guides or tools with which to work. Additionally, given the potential significance of an IBA for the development trajectory of an Aboriginal community, their thoughtful negotiation typically requires expertise coupled with effective leadership to ensure that community members understand and feel included in the process.

Building in part on resources currently available, for example a toolkit for communities seeking to negotiate an IBA (Gordon Foundation 2009), this satellite project, led by Ben Bradshaw, will explore the knowledge and the capacity that would be required by the Naskapi for the effective integration into an IBA of a framework of ethical values capable of ensuring, if respected, that economic development contributes to the community's long term well being.

A.2.iii] Mining companies, in particular, and the business community and industry, more generally, are coming increasingly under the scrutiny of a socially responsible investment movement that is impacting corporate governance and management practice in significant ways (Hebb 2008, Richardson 2008, Hawley and Williams 2007). Increasingly, investors are insisting that their money not generate financial returns at the expense of the social, economic and natural environments impacted by their investment activities. Using their influence as shareholders, socially responsible investors have several tools at their disposal to influence corporate behaviour. They can, for example, engage company management directly or use proxy voting and minority shareholder resolutions (Hebb 2008). In 2009 alone, three such resolutions calling on greater negotiation with Aboriginal communities were put to Canadian extractive companies. Actions of this nature can have significant impact on the behaviour of Canadian mining companies and their relationships with Aboriginal communities.

This third satellite project, led by Tessa Hebb and the Carleton Centre for Community Innovation, will seek to understand the ethical implications of emerging socially responsible investment standards for mining development on Naskapi traditional lands and how the influence of the SRI movement might most effectively contribute to ensuring economic development that generates social, economic and environmentally sustainable benefits for the Naskapi people.

A.2.iv] Some of the most difficult obstacles to economic development in the North, and particularly mining projects, revolve around legacy issues. Failure to address these issues honestly and fairly is one of the root causes of a deeply embedded sense of grievance in First Nation communities. Acknowledging historical injustice can play a foundational role in opening the door to dialogue and effective communication (Cragg 1996). A SSHRC funded Memorial University research team points out that:

Hard-rock mining was the most important activity that fostered the introduction of industrial development in northern Canada in the early twentieth century. Although the mines brought capital and jobs to underdeveloped regions, the costs of such development have become increasingly evident in recent decades. The former mine sites have left in their wake not only a toxic legacy of tailings ponds and waste rock dumps, but also a history of social and economic dislocation that continues to disproportionately impact northern indigenous communities.

The Memorial team is currently engaged in a study of mine development and abandonment by the Iron Ore Co. of Canada and its legacy in the Schefferville area. They have agreed to join our project as collaborators and partners with a view to contributing this historical study, as a satellite project.

A.3] Our goal in undertaking these studies is to work toward the preparation of a report integrating the findings of Cycle One research. Much of the work of integration will occur as the research progresses. To ensure this outcome, we intend to make extensive use of interactive research tools that will be made available on the CBERN website. As Cycle One research draws to a close toward the end of year two, we will organize a team workshop devoted to preparing the report that will integrate our findings. The report will seek to identify the core values that need to be respected if pending economic development is to be economically viable while also generating long term social, economic and environmentally sustainable benefits for the Naskapi community. It will also explore how the law, IBAs, the SRI movement and historical insight can be used effectively to ensure that the core values identified are integrated into the planning and the realization of economic development. This report will anchor a book length account of the five year project.

B] **Cycle Two** will build on the findings emerging from Cycle One and will commence in year three of the project and continue through year five. Research will be organized around three questions:

B.1] **What can we learn from our the Cycle One study about building shared understandings of the values the Naskapi on the one hand and the mining companies on the other, believe ought to**

guide mining development in the region? The active participation of our Naskapi and mining company partners will be required if this question is to be successfully addressed.

B.2] What can be learned from Cycle One findings about how to understand the concept of capacity development and its role within the framework of values that our study suggests need to be respected if mining based economic development is to bring long term social, economic and environmentally sustainable benefits to the Naskapi Nation? This study will be carried out in full partnership with the Naskapi community, its governing council, its elders, the youth, the community's educational leaders and the community school. It will be holistic in character, looking well beyond technology and work based skills to understand capacity development from a community perspective.

Of equal importance will be an examination of Cycle One findings for guidance in understanding what capacity development requires and implies for the mining companies partnering in the project and their personnel. If economic development is going to be sustainable from the perspective of a local community like the Naskapi, the mining companies engaged in managing that development must unavoidably acquire an understanding of the values that will need to be respected if the development they generate is going to contribute to the long term well being of the local communities impacted.

B.3] In what ways and in what respects are the findings of the case study relevant to other First Nation communities? We will create the framework for answering this question by exploring the relevance of what we have learned in Cycle One for a second First Nation, the Missanabie Cree of Northern Ontario. Our approach will be to organize an extended dialogue in which Cycle One findings are shared with this second community partner and then assessed and evaluated by them. The character of this dialogue will evolve in discussions and negotiation with the Missanabie Cree.

Because the answers to Cycle Two questions depend on the outcome of Cycle One research, and because answering these questions will require the full participation and input of our First Nation partners, we can indicate the questions that will guide our research activity but not the methodology that will be followed. Governance and partnerships are therefore a vital component of this project. We describe them in detail in the Partnerships and Alliances section of this proposal.

C] Cycle Three will build on the findings of the first two Cycles and commence, as things are currently planned, in the fourth year of the project. The focus of research activities will once more be broadened in three directions:

C.1] We will begin an exploration of the implication of our studies for socially, economically and environmentally sustainable northern economic development more generally. Are the findings emerging from our studies applicable to a wider range of communities across the North? To what extent do research findings point to conclusions relevant to non Aboriginal settings and communities and to economic investment not directly dependent on mining? We anticipate identifying and working with three communities in the provincial north. We intend to include in the study, if possible, one remote non Aboriginal community with a significant Aboriginal population. Time available for the preparation of this proposal has not allowed us to identify these three communities. However, we are confident that our network and research team will provide us with the resources required for this purpose.

C.2] Building on foundations built in Cycles One and Two, we will intensify our work with our public, private and NGO sector partners with a view to sharing relevant findings with and exploiting the capacity building and educational potential for their members, constituencies and stakeholders, as described in their partnership letters attached to this proposal and the Partnerships and Alliances section of this application.

C.3] We will complete our examination and development of knowledge mobilization and capacity building tools for our two primary First Nation community partners. Working both with the communities and the mining companies participating in the project, we will map the capacity development needs of the communities, the role of local schools as well as secondary educational

institutions, the mining companies and the industry in responding to those needs. Once again, the focus of this research will be on our two community partners but our broader objective will be to understand the implications of our findings and the value of materials and tools developed for northern communities more generally, as well as companies proposing to invest in the North.

Measuring success: A key measure of the success of this CURA will be the value our partners see in research findings and the knowledge mobilization and capacity building tools that result. Annual traditional gatherings organized and planned by our First Nation partners together with annual project workshops held in conjunction with CBERN's annual conference will facilitate ongoing assessment and evaluation. Continuous feedback from partners and collaborators will also contribute to assessments of the value of findings and strategic planning, particularly in years three, four and five of the project.

One of the most important themes of CBERN and this CURA is the imaginative and innovative use of information communication technology to facilitate and enhance collaborative research, capacity development and knowledge mobilization involving individuals and communities separated by great physical and cultural distances. We began exploring the use of information communication technology and research in the North as we prepared our LOI for this project. This work has continued and will continue over the coming year. Our active partner in this work is ABEL, the leading organization in Canada for research and innovation in the use of broadband for teaching, learning and training. Our plans in this regard are described in more detail in their partnership letter and the Partnerships and Alliances section of this proposal. Assessing the value of information communication technology for ethically responsible northern development is a central project objective.

Research Team and research alliance: The research team has been assembled to ensure that the project has the expertise and the alliances and community partners required to accomplish its objectives. Core research and the satellite research projects in Cycle One will be led by experienced and published scholars. Two academic team members have established expertise and practical experience working with Aboriginal educational institutions, teachers, students and communities. (See "Description of Team" and CVs for details.) The team includes some of the most distinguished leaders in CSR in the mining industry in Canada. The work of one of our private sector collaborators is focused specifically on industry capacity building and knowledge mobilization around responsible, ethical mining. Our Not-For-Profit partners are international leaders on community engagement and ethical business practices. Our two mining company partners and our two First Nation community partners have participated in planning and have given strong commitments in their Partnership letters to participate, support and cooperate in all aspects of the research project. Our Government partner collaborators and their departments are both focused on the issues this project will address and their resolution. The "Description of Team", "Partnerships and Alliances", and Web CVs provide the details.

Communication of Results

1. Exploring the use of the most advanced information communication technology with our First Nation Partners is a primary objective of this project. We have already initiated this process with our primary community partner, the Naskapi Nation. A technical team has traveled to Kawawachikamach to explore the internet and electronic communication capabilities of the community. The team has concluded that it is a highly technologically immersed society with substantial utilization of social networking technologies. The use of these interactive technologies is not confined to a particular demographic. This high degree of technological engagement opens up intriguing possibilities for the research project itself and for sharing research findings and building capacity collaboratively. A major goal of this project will be to examine the extent to which social media, video communications and other electronic tools can be used to effectively communicate with the Naskapi community as research partners on an ongoing basis. The project will then explore the applicability of what has been learned with the Naskapi, to the Missanabie Cree and the other communities that become involved in years three and four of project.

2. Our second target audience is our mining company partners in the first instance and our mining association partners and the wider mining industry in the second. Determining how to effectively communicate the results of this project is an important research question for the project. However, the methods used will certainly include reports, training materials, presentations at workshops and conferences organized by our mining association partners as well as proceedings emanating from those conferences and workshops, and publications in mining industry magazines and professional journals.

3. Our third target audience will be government departments. We expect communications to take the traditional form of reports, workshop and conference presentations and proceedings, and articles for government publications and additional audiences they identify.

4. The scholarly community, both national and international, is our fourth audience. The full range of conventional scholarly tools for the communication of research findings will be used with this audience. Results will be communicated informally on an ongoing basis using academic and partner networks. Papers will be written and presented at disciplinary and interdisciplinary scholarly conferences and submitted for publication in refereed journals. Research assistants and associates will be encouraged to participate in this activity, as will non academic members of the team. Co-authorship and co-publication with our First Nation community partners will be encouraged and supported.

5. It would be ironic if our communication strategy stopped here. One of the central goals of the project is knowledge integration. Hence, developing a coherent communication strategy aimed at sharing integrated understandings, across fragmented knowledge communities that nonetheless have related interests that may or may not always be apparent, will be important. Understanding how to communicate effectively and efficiently to disparate communities of interest is one of our research goals. Although our understanding in this regard will evolve as our research progresses, at the time of writing this proposal, our strategy has three elements. First, we plan to close our project with a conference that brings participants together for two and a half days to share and evaluate experiences and results and propose strategies for sharing and implementing findings. A second element will be a collaborative book length publication that tells the story of the research project, its successes and failures, and the insights to which the project has given rise.

Third and finally, access to the CBERN website, CBERN's social networking websites (e.g. Facebook and Twitter) and national and international networks will allow for the communication of findings to a wide range of interested audiences globally. A website portal is already being used for this purpose (www.cbern.ca/ethicsandnortherndevelopment).

Description of Team

Wesley Cragg, the Principal Applicant and project team leader, is the Canadian Business Ethics Research Network (CBERN) Project Director. CBERN will act as the lead organizing partner for the proposed CURA and provide the administrative support required. CBERN is supported by the Schulich School of Business and York University with office space and logistical support. It also has substantial private sector funding. CBERN is now a well established network with an experienced staff, a second generation website and the infrastructure needed to ensure that the project gets underway quickly. The applicant, Wesley Cragg has spearheaded the development of CBERN and led a number of other major SSHRC funded research projects.

Co-applicants: A team of seven co-applicants will provide strategic direction and on-going advice to Dr. Cragg. Three are First Nation leaders. Four are academics. **Philip Einish**, for six years Chief of the Naskapi Nation, and **Glenn Nolan**, Chief of the Missanabie Cree Nation will oversee all research activities in their respective communities. **Gordon Williams**, a widely respected First Nation elder, will bring the insights and guidance of an elder to all aspects of research activities. The four academic co-applicants will provide scholarly input and lead satellite research projects in their areas of expertise: **Benjamin Richardson** is Director of Graduate Studies for Osgoode Hall Law School. His research focuses on Aboriginal and environmental law, and socially responsible investment; **Ben Bradshaw** brings extensive experience on responsible mining in the Canadian North, especially the use and efficacy of Impact and Benefit Agreements; **Tessa Hebb**, an expert on socially responsible investment, will provide leadership on the application of SRI principles to mining in the north; **Celia Haig-Brown** has over thirty years' experience working with Aboriginal education initiatives and programs in three universities and a range of First Nations communities. She will play a leadership role guiding collaborative research, knowledge mobilization and capacity building with our First Nation partners.

Private Sector collaborators will provide advice on research activities, facilitate knowledge mobilization across the mining industry, and partner in capacity development initiatives. They include: **Paul Wilkinson**, who, with 35 years of experience with intercultural communication, will facilitate and advise on research activities, provide guidance in the interpretation of research findings, and hands on assistance with knowledge mobilization and capacity building initiatives; (Note: if SSHRC rules allowed, Paul Wilkinson would be listed as a co-applicant.); **James Cooney**, an international authority on CSR, formerly VP of International Government Affairs for Placer Dome Inc.; **Pat Bolger**, whose field of expertise is mining health, safety and environmental management, corporate social responsibility, and capacity building; **Rick Meyers**, who is Vice President of the Mining Association of Canada (MAC), and who will link the project to related industry generated research, evolving national and international industry standards, and practical capacity building tools created by the mining industry. He will inform the membership of MAC of the project and assist in the dissemination of research results.

Government collaborators include **Patrick Chevalier**, Natural Resources Canada, and **Bob Kingsbury**, Indian and Northern Affairs Canada, who will provide advice, connect us with the work and materials developed by their respective federal departments and assist with capacity development and knowledge mobilization initiatives of particular interest to their departments.

NGO Collaborator Alan Young will bring to the project the experience, interest and extensive network of the Canadian Boreal Initiative, for whom the impact of mining on the boreal forest and the leadership of responsible mining companies are important concerns.

Our Academic collaborators, Arn Keeling and **John Sandlos** (Memorial), **Trudy Sable** (Saint Mary's), and **Kernaghan Webb** (Ryerson), will contribute to the task of creating synergies between and among the SSHRC funded research projects collectively engaged in this CURA.

Partnerships and Alliances

The SSHRC instructions call for a careful definition and description of the proposed partnership under four headings. We begin with a simple listing of partners and then respond with details in the order requested in the “Application for Grant Instructions”, p. 12.

1. We have in total (21) partners:

Community partners – two (2): The Naskapi and Missanabie Cree Nations.

University based partners – six (6): Canadian Business Ethics Research Network (CBERN) and the Advanced Broadband Enabled Learning Program (ABEL), York; the Carleton Centre for Community Innovation, Carleton; the Mining History Research Group, Memorial; The Gorsebrook Research Institute, Saint Mary’s; and the Ryerson Institute for the Study of Corporate Social Responsibility, Ryerson.

Mining companies – two (2): New Millennium Mining Corp. and Labrador Iron Mines Ltd.

Mining Associations – three (3): The Canadian Aboriginal Minerals Association; the Mining Association of Canada; and the Prospectors and Developers Association of Canada.

Not-For-Profit Organizations – three (3): the Canadian Boreal Initiative; Transparency International Canada; and the Nuclear Waste Management Organization.

Government Departments – two (2): Natural Resources Canada (NRCan); and Indian and Northern Affairs Canada (INAC).

Private Sector Consultants – three (3): Paul Wilkinson and Associates; Jim Cooney and Associates; and Bolger and Associates.

2. Integrating the expertise of our partners, applicants and collaborators lies at the heart of this Community/University Research Alliance. The role of mining in northern economic development and its implications for First Nation communities in the North is a pressing issue for First Nations themselves as well as mining companies, the mining industry, government, national and international NGOs and the Canadian public. The importance of the issues raised is reflected in the focus of government, industry, and voluntary sector organizations on creating ethical standards whose purpose is to provide best practice policies and operations guidance for mining companies operating or proposing to open mines in the traditional territories of Canada’s First Nations. Our non academic, and non Aboriginal partners have been heavily involved in studies, policy formation and the creation of manuals focused on describing how to build productive and ethically grounded relationships with First Nations for the purpose of exploiting mineral deposits. Several of our partners asked when first approached whether the project would not simply duplicate work that they themselves had already done.

The request on the part of our First Nation partners, however, tells a different story. Here we encounter a community appealing for help in acquiring a coherent and integrated understanding of the information and tools that are being created so that they can participate in development discussions and negotiations on a level playing field. For their part, industry advocates and government policy makers continue to encounter criticism and resistance on the part of NGOs and First Nations in spite of best efforts and some successes.

This project responds to the view that, in spite of considerable progress, more work is needed. Specifically, what is needed is an integrated understanding of what all the policies, voluntary guidelines, laws, regulations, best practice standards and ethical values might mean applied to a community open to development but committed to retaining control of its future and ensuring that its understanding, of what is to count as responsible development, is respected and has an equal role in shaping economic development activities.

3. It should be clear from #2 above that an alliance is the only way in which our project could be undertaken. It goes beyond what has been done, or could be done if broken into its respective elements and approached through separate, unconnected research initiatives. Much will be learned if the project achieves its various goals. Much will also be learned if it does not.

4. What then is the role of our partners? What are the conditions under which they are participating? And how will funds be shared and administered? To the first two of these questions, only partial answers can be given. This project moves into uncharted territory. It poses risks some identifiable but some unknown. Building the team has therefore required extended face to face meetings, phone calls, emails, and one on one discussions. In what follows we set out the answers that have emerged. Accurate and complete answers to the first two questions will emerge as the project progresses.

4.i) First Nation Community Partners: Our primary partner is the Naskapi Nation who, until 1956, was nomadic and comprised of groups of hunters who followed the migrations of the caribou in what is now northern Quebec and Labrador. In 1956, they settled in Schefferville. In the 1980s, after signing the Northeastern Quebec Agreement, they established their own self governing community, called Kawawachikamach, about 20 kilometers from Schefferville. Since its establishment as a self governing community, the Naskapi Nation has become a shareholder in New Millennium Capital Corporation, established an internet service, and initiated a number of other economic development activities.

The Naskapi will be a full community partner. All research directly involving community members will be conducted by a Naskapi research associate, likely a permanent community resident. Dr. Cragg, in the course of two visits to the community over the summer, was able to meet and discuss the project with several young people who have recently returned to the community with masters degrees from universities like McGill and Queen's. The capacity to take a research role therefore exists in the community. The Council has agreed to the creation of a small Advisory Committee chaired by Philip Einish, a co-applicant for this project. The committee, whose composition will be determined by the Council, will likely include an elder, a member of the Youth Council and perhaps the community school principal, Curtis Tootoosis.

The Advisory Committee will lead in the selection of the research associate and any research assistants hired by the project, help to organize required workshops, and assume responsibility for organizing the annual traditional gatherings. Funds for these activities will be administered by the Advisory Committee under the authority of the Council in consultation with Dr. Cragg.

A key component of our research strategy is the exploration of the value of information communication technology for supporting and facilitating research activity in the community. A visit to Kawawachikamach, in this case by the CBERN Project Coordinator and an ABEL partner, determined that the Naskapi community has the technological capacity and expertise required to apply a wide variety of electronic communication tools on which to build this aspect of the project.

4. ii) Our second community partner is the Missanabie Cree whose traditional territory is centred in and around Missinaibi Lake. The Missanabie Cree Nation is a distinct group of the Mushkegowuk Cree (formerly known as the Swampy Cree) in north eastern Ontario. Though recognized by Indian and Northern Affairs Canada since 1951, and funded since 1992, no reserve has ever been established under the 1905 terms of Treaty 9; indeed, the community continues to negotiate with the Crown and neighbouring First Nations to formally secure land within their traditional territory. As a result of these unsettled conditions, members of the nation live throughout the region, the majority in Sault Ste. Marie. It is hoped that, by securing a landbase, members will be able to return home. However, resettlement will not happen without local employment opportunities. To this end, the Chief and Council have pursued economic development opportunities on behalf of the membership, and have met with some success in, for example, forestry and tourism. Moving forward, the community, and especially its Chief, Glenn Nolan, see opportunities for development in the mining sector given growing mineral exploration in their traditional territory. As with the Naskapi, and numerous other northern Aboriginal communities, the Missanabie Cree want to engage with mining in a way that contributes to their economy without sacrificing their land or their culture. This CURA is seen as one important vehicle to enable this goal. (Glenn Nolan is also the Vice President of the Prospectors and Developers Association Board.)

The role of the Missanabie Cree in this project will differ from that of the Naskapi Nation. While a full community partner, their role will be to help assess the application and value of Cycle One research for their own community. This will involve the appointment of a research associate who will become a full member of the research team and carry out the various research tasks required for the second Cycle of the project. Funds have been budgeted for training and also research tasks including workshops, interviews where required, consultations with community groups and members and annual traditional gatherings in years three four and five of the project. Funds budgeted for research activities directly involving members of the Missanabie Cree community will be transferred and administered by the community in accordance with SSHRC guidelines and in collaboration with Dr. Cragg. Chief Glenn Nolan, a Co-Applicant, and his Council will be responsible for creating an advisory committee in consultation with Dr. Cragg to oversee research activities in the community.

Time has not allowed visits or extensive on-site consultations with the Missanabie Cree in preparing this proposal. Information communication technology capacity has not been explored or tested collaboratively. Detailed governance issues have not been addressed with the Council. These tasks will be initiated toward the end of year two and completed early in year three, prior to engagement in research activity.

4.iii) Three additional community partners for Cycle Three (years four and five) of the project have yet to be identified. When identified, however, governance structures based on principles established in collaboration with the Naskapi and Missanabie Cree will be established. Funding for this purpose is set out in the budget.

University Partners

York University: CBERN will act as the lead management partner and provide the administrative support required. CBERN is supported by the Schulich School of Business and York University with office space and logistical support. It has also attracted substantial private sector funding. CBERN has a professional staff of two already in place. The Principal Applicant, Wesley Cragg, has directed the development of CBERN, and will use the already extensive resources of CBERN to ensure access to the wealth of knowledge currently being mobilized by the network together with relevant ongoing research findings being generated by members of the network. Dr Cragg, using infrastructure already in place and supported by a project and a communications coordinator (see proposed budget) for this CURA, will be responsible for project management. Dr. Cragg with the seven co-applicants will be responsible for strategic planning, and general oversight of the management and budget of the research project.

The CBERN website will provide a gateway to a suite of advanced information communication tools to be used and evaluated in the course of this project. A website portal for this project is already in place and in use (www.cbern.ca/ethicsandnortherndevelopment). A pictorial history of our ongoing engagement with the Naskapi community and their history, as well as the documents included in this application and other project related information, can be found at that website.

York University's Advanced Broadband Enabled Learning Program is an important partner in this project. ABEL, which is funded by York and is also a CBERN partner, is a national leader in web based electronic learning. It will provide advice and expertise on the use of electronic tools for enhancing website based learning. (For a more detailed account, see ABEL's partnership letter.)

Carleton University Centre for Community Innovation will contribute the time and resources required for the active participation of Dr. Tessa Hebb, who is a Co-Applicant for this project and the director of one of the four satellite research projects. The Centre will contribute its considerable community engagement and knowledge mobilization skills and link the project to the Centre's SSHRC funded project, "Institutional Investors' Corporate Engagement and Responsible Investing".

Memorial University's Mining History Research Group will link us to their SSHRC funded "Abandoned Mines" Project. John Sandlos, Co-Director of the research group, will contribute a satellite

research project to Cycle One research activities and coordinate the integration of findings associated with his SSHRC funded research with this CURA initiative.

Saint Mary's University and the Gorsebrook Research Institute will link the project to their "Environmental Guardians Program". This program is working collaboratively with the Innu to monitor and sustainably develop their lands. Their Office of Aboriginal and Northern Research is committed to contributing their expertise to the capacity building aspects of this CURA through Dr. Sable, who is the Director of Aboriginal and Northern Research and a collaborator on this CURA research project.

Ryerson Institute for the Study of Corporate Social Responsibility will play an advisory role, contribute to the dissemination of research results, and link the project to Dr. Webb's SSHRC funded case study project that is studying several Canadian mining operations in foreign countries.

Mining Companies: New Millennium Capital Corporation and Labrador Iron Mines Ltd. have agreed to support the project with both in-kind and as yet unconfirmed and unbudgeted financial contributions. Their cooperation will be particularly important in the values mapping research in Cycle One. They will participate in the capacity building and knowledge mobilization phases of this project related specifically to their operations. Both companies expect direct benefits for their strategic planning and operations.

The three **Mining Associations** will provide advice, review and comment on findings and contribute to the capacity building as it relates to their own activities, the operations of their members and the industry as a whole. They will have a particularly important role in disseminating research results to their members and networks. They anticipate research findings will provide insights of value for the members their respective organizations.

Three **Not-For-Profit partners** will play different roles. The **Canadian Boreal Initiative** has participated actively in the evolution of this CURA. They have agreed to offer expert advice on land use issues, Aboriginal community engagement strategies and operations issues, contribute 25 days of staff time a year over five years, and participate actively in the dissemination of research findings.

Transparency International Canada is particularly interested in what the research reveals about the integration of sound ethical practice in the business operations of Canadian companies. They will provide advice and participate in the dissemination of research findings. The **Nuclear Waste Management Organization** can see substantial value in this research project for their work and will contribute \$25,000 to support the launch of the project.

Two Federal Government Departments, NRCan and INAC, will contribute their expertise, provide ongoing advice, and participate actively in the dissemination of research findings through workshops, conferences and publications. They see value in the integrated, bottom-up methodology this project will employ.

Paul Wilkinson and Associates, Bolger and Associates, and Jim Cooney and Associates, will contribute in several ways. Paul Wilkinson and his colleagues have played a key role in organizing visits and interpreting this project for the Naskapi Nation. Because of his role to date and anticipated role in this project, he was originally designated a co-applicant. This has now been changed to Collaborator status to comply with SSHRC rules. He is also New Millennium Environmental and Social Affairs Coordinator. Pat Bolger has been recruited for help in the capacity building components of this project. Jim Cooney is internationally recognized for his work and knowledge on mining, ethics and corporate social responsibility.

Training (Role of Students)

Initial comments: We expect students, conventionally understood as students registered in university programs, to be actively involved in this project. We expect them to be intellectually challenged by the work they will be expected to do. We believe they will be challenged and stimulated also by the unique environment in which they will be working: the quality of the non academic research team participants; the mix of non academic participants: private, Not-For-Profit, and government; the range of experience research team participants will individually and collectively bring to the project; and its interdisciplinary character. While all this is important and to be emphasized, we would like the committee and evaluators to bear in mind that the training of students, conventionally defined, is only one of two training elements to this project. As a community/university alliance, a significant number of research associates and assistants drawn from the First Nation communities will also be engaged. This “non conventional” aspect of the “student training” element of a CURA is also highlighted in various SSHRC documents as important. Significant resources are directed in our budget to this latter task.

Number of students: This is a five year project. It is unlikely that any of the students we engage to assist with research will stay with the project through its five years. Hence, the number of students to be trained cannot be predicted. The number of positions to be filled, however, can be identified. Four Masters level students (we include the LLB and JD) will work with senior academics and other research team members over the first two years of the project. Two positions will be filled by Masters level students over each of years three, four and five. One PhD level research assistant or associate will be engaged over the five years of the project.

A serious attempt will be made to recruit Aboriginal students as RAs for the project.

Nature of proposed training activity: Two patterns will run throughout the training and research activity of the students engaged in this project. First, although they will likely be drawn from discipline based academic programs, they will have to acquire the knowledge and skills required to work in an interdisciplinary setting. Second, they will be challenged to locate the specific research within which they will be immersed within an ethical framework. Experience suggests that this transition will not be easy as this is frequently not an explicit or even implicit element of current research paradigms in legal studies, management thought or social science methodologies. Neither is understanding the role of ethics as an integral element of empirical research methodologies an easy task.

Setting aside these background elements, in aggregate, students will develop skills in: literature review; document review; networking; (cross cultural) participant observation; interviewing; focus group surveying; data coding and analysis; presenting; and manuscript writing. We anticipate that the work done by some of these students will be substantial enough for them to co-author articles with the project leaders. Research assistants will also be involved in the communication of results, including potential involvement in at least one conference, co-presenting papers, and attending the research workshops, planning sessions and the final conference.

Nature of mentoring and quality of supervision: Students will work individually under the direction and supervision of a specific academic member of the research team on research activities in which their mentor has a defined role. All members of the research team have extensive professional, practical or academic qualifications. Academic participants have extensive experience with RA supervision

Career development opportunities: There is certainly a need for people with the skills and knowledge this project will impart. It would be less than candid, however, to suggest that the importance of filling this need is widely recognized in the working world. It is hoped that projects of this nature would begin to have positive impacts on that situation.

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