

Indigenous Leadership: Governance and Development Project

Case Study

Ya' thi Néné Lands and Resources

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One of the key actions in Saskatchewan's Growth Plan 2020-2030 is to grow Indigenous participation in the economy. The success of this action depends on Indigenous nations in Saskatchewan building and maintaining their economic development activities. The Indigenous Leadership: Governance and Development project provides made-in-Saskatchewan tools for Indigenous communities to build the governance foundation that will support long-term economic development. An important part of the project involves capturing the experience of Saskatchewan Indigenous communities through case studies and toolkits based on this experience.

The case study in this document was developed by a team of researchers and their affiliates at the Johnson Shoyama Graduate School of Public Policy at the University of Saskatchewan. The project is funded by the Government of Saskatchewan's Ministry of Trade and Export Development.

The case studies are designed to be used first and foremost by Indigenous communities across Saskatchewan. The premise of the work is that economic development stories need to be shared among those involved in economic development, both in the community where the economic development activities take place and in other communities looking to undertake economic development. It is important to focus on what has and has not worked. One of the long-term goals is to develop a set of resources that is Indigenous-led and available to Indigenous communities across the province and the country. The cases may also be used as governance training components and/or strategic planning exercises, as well as in teaching.

The case studies combine material from websites and other publicly available sources with material gathered through interviews with leaders and representatives involved in economic development activities. The interviews last between two and four hours and involve a small group of economic development leaders in the community. The questions asked focus solely on the corporate entities and activities that have been developed, and those interviewed are asked questions in their role as a corporate leader.

When approaching community leaders and representatives, we begin with an informal discussion. If the leaders and representatives indicate an interest in participating, we proceed with sending them a formal letter of introduction, which they can use to obtain official permission to proceed. We know communities receive many requests for information, and they do not always see the results of the work that is undertaken. Our goal is to ensure that the case study is shared with the community in a way that is beneficial. To this end, a draft of the case study is shared with the community, and the case study is not finalized until the community gives its agreement. Once a set of case studies have been developed, leaders from the communities involved will be given the opportunity to discuss the findings.

We would like to thank the leaders and representatives for their time and effort. Their knowledge and insights are critical to understanding economic development in Indigenous communities.

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Ya' thi Néné

Stewards of the lands of the north

Overview and Key Learnings

Ya' thi Néné was created to provide the seven Athabasca Basin communities of northern Saskatchewan with meaningful participation in the Duty to Consult process and to protect the region's lands and resources. The Duty to Consult is a legal obligation that requires governments in Canada to consult with Indigenous communities and accommodate their concerns before making decisions that may impact their rights or interests. Participation in the Duty to Consult process is important for Indigenous communities since it provides a way of ensuring that treaty and Indigenous rights are upheld. At the same time, participation is costly and many Indigenous communities do not have the expertise or the resources to participate in a meaningful way. Ya' thi Néné provides its community members with the support to engage in the Duty to Consult process and thus to more fully participate in the economy on a sustainable basis.

Background and History

Ya' thi Néné and Athabasca Basin Development (ABD) are sibling organizations of seven Athabasca Basin communities – three First Nations and four municipalities. The parent communities are Hatchet Lake Denesų́łíné First Nation, Black Lake Denesų́łíné First Nation, Fond du Lac Denesų́łíné First Nation and the municipalities of Stony Rapids, Uranium City, Wollaston Lake, and Camsell Portage. ABD was created in 2002 and is the for-profit arm of the owners.¹ Ya' thi Néné was created in 2016 when the owners signed a Collaboration Agreement with industry partners.

Ya' thi Néné translates to "Lands of the North" in the Dene language. Ya' thi Néné Lands and Resources (referred to hereafter as Ya' thi Néné) is a non-profit organization; its mission is to “protect the lands and waters of the Athabasca Basin for the long-term benefit of its Denesų́łíné First Nations and Athabasca communities, guided by their knowledge, traditions, and ambitions, while being a respected partner in relations with industries, governments, and organizations who seek to operate in the region.”

Ya' thi Néné carries out its mission by acting as the initial point of contact for all activities that involve the Duty to Consult with its member communities, by engaging in land planning and protection using the Athabasca Land Use Plan (which is updated and maintained through Traditional Knowledge, Land Use, and Occupancy Studies (TKLUO)), and by monitoring the land, industrial developments, and the regulatory environment within the Traditional Territory. Ya' thi Néné also identifies training and employment prospects for residents of the Athabasca Basin, supports community projects through the Athabasca Community Trust, oversees the Ya' thi Néné Scholarship program, and encourages industry stakeholders to procure products and services from Basin businesses.

The Athabasca Community Trust manages the funds received from industry proponents through benefit agreements. The goal of the Trust is to promote and enhance the environmental, social, cultural, and economic health and well-being of the Athabasca Basin communities.

Duty to Consult

The Duty to Consult is a constitutional obligation that requires the government to consult with

Indigenous communities and mitigate or accommodate their concerns before making decisions that may impact their rights or interests.² This obligation is grounded in the concept of the “honour of the Crown.” The honour of the Crown is a constitutional principle that derives from the Crown's assertion of sovereignty over Indigenous peoples and their land and resources. It requires that the Crown act in good faith and honourably in all dealings with Indigenous peoples, including consultation and accommodation where appropriate. The honour of the Crown, along with the goal of reconciliation, is central to the Crown's relationship with Indigenous peoples, and the Crown must act with honour and integrity, avoiding any appearance of “sharp dealing.”

In the 1980s and 1990s, courts recognized that consultation was part of the Crown's fiduciary duty towards Aboriginal rights under section 35 of the Constitution. The duty to consult was mentioned in *R. v. Sparrow* as a potential protective measure in 1990, where the Supreme Court declared that consultation with Indigenous groups was one factor to consider in assessing the justification of an infringement on Aboriginal or treaty rights. However, it wasn't until the 2000s that the duty to consult as we know it today was established in a trilogy of Supreme Court decisions: *Haida Nation v. British Columbia (Minister of Forests)*, *Taku River Tlingit First Nation v. British Columbia (Project Assessment Director)*, and *Mikisew Cree First Nation v. Canada (Minister of Canadian Heritage)*. These cases set out procedural protections for Aboriginal and treaty rights, clarified the basis for the Crown's duty to consult, and outlined a framework for its implementation. The landmark case of the trilogy is the unanimous judgment in *Haida Nation*, which established that the Crown has a duty to consult with Indigenous peoples when it intends to act in a way that may adversely affect potential or established Aboriginal or treaty rights.

The goal of the duty to consult process is to understand the impacts of proposed actions and find ways to provide accommodation and compensation if necessary. The government must properly accommodate Indigenous persons whose Treaty and Aboriginal rights are affected by proposed developments. Accommodation measures often relate to large infrastructure projects such as mines or roads. However, smaller projects or an accumulation of small projects can also justify accommodation measures depending on the impacts to the communities. Accommodation typically means gaining access to socio-economic and business opportunities; it can also mean adjusting the project scope or design.

Before the establishment of a legal duty to consult, consultation considerations were limited to cases of infringement on established section 35 rights, and Indigenous groups had to first prove the existence of rights and their infringement. They often had to seek legal action and obtain an injunction as a temporary remedy while matters were litigated, which was difficult to do, and the legal procedures were lengthy. In cases of negotiations to establish these rights, the process could take many years.

Indigenous people see the land as their home. To make an analogy for non-Indigenous people, having government or industry come into their territories and proposing projects would be like someone walking into the home of a southern resident without knocking or introducing themselves expecting to do what they want and then being surprised when the resident is insulted and upset.

Provincial governments have developed Duty to Consult policies that outline specific steps and practices that must be followed when consulting with Indigenous communities. The Government of Saskatchewan has developed a Consultation Policy Framework (CPF) that pertains to government actions and decisions that may have negative effects on the exercise of Treaty and Aboriginal rights, such as the right to hunt,

fish, and trap for food on unoccupied Crown lands and other lands accessible to First Nations and Métis for these purposes. It also applies to traditional uses of lands and resources, such as gathering plants for food and medicinal purposes and performing ceremonial and spiritual practices on unoccupied Crown lands and other lands to which First Nations and Métis have access for such purposes.³

Government decisions and actions that could potentially impact Treaty and Aboriginal rights and traditional uses may trigger the Duty to Consult. These include creating or amending legislation, regulations, policies, or strategic plans that may restrict or alter the use of Crown lands and renewable resources. The duty to consult may also apply to decisions that affect the quality and quantity of fish and wildlife or access to these resources, decisions related to resource extraction, land reservations, land use planning, long-term lease, granting or sale of unoccupied Crown land, right of access, and environmental approvals. The Government of Saskatchewan's First Nation and Métis Consultation Policy Framework is used by the government when evaluating potential consultation obligations.

While it is government that has a duty to consult with Indigenous communities, it is often industry that is proposing to access resources in the traditional territories of Indigenous people and who is thus involved in consultation activities. The government can delegate certain administrative aspects of the Duty to Consult to industry in cases such as this. However, it is still a government responsibility and decision.

People or organizations who propose a project have an important role in making sure the consultation and engagement process is successful. They need to work with government to provide clear, accurate, and complete project information to the First Nations and Métis communities who may be affected. Meetings with communities or their representatives to discuss potential impacts are common. If the project could negatively impact Treaty or Aboriginal rights and traditional uses, the proponents must work with the government and the affected rightsholders to find ways to address the issues.

The proponents must pay for the costs of community engagement and follow any procedures assigned by the government. They also need to make necessary accommodations to their project to avoid or reduce any negative impacts on Treaty and Aboriginal rights. Some indigenous communities and organizations, such as Ya' thi Néné, have developed detailed consultation and engagement processes that build relationships between proponents and communities as well as adopting agreement templates that are the framework for ongoing partnership.

Structure and Approach

Ya' thi Néné has been structured to protect the land and promote the people. Consultation and engagement are foundational to their land operations but also includes land planning and protection initiatives and monitoring of the land, mining activity, and the regulatory environment within the Traditional Territory. On the people side, Ya' thi Néné identifies training and employment prospects for residents of the Athabasca Basin, supports community development through the Athabasca Community Trust and Ya' thi Néné Scholarship program, and encourages industry stakeholders to procure products and services from Basin businesses.

A significant portion of Ya' thi Néné's operational team comprises front-line community land technicians (CLTs) who work at the community level. Currently, Ya' thi Néné has 18 staff members, with approximately 12 to 13 serving as CLTs in the Basin communities. These technicians are responsible for monitoring the land, conducting interviews and site visits, and organizing community meetings to ensure that the community's perspective is accurately represented and conveyed to government and project

proponents. They are the community members on the ground, actively leading the consultation and engagement process.

Participation in the Duty to Consult

The Duty to Consult process has historically been challenging throughout Saskatchewan and particularly in the far north. Ya' thi Néné's involvement has improved communication between communities, the government, industry, and regulatory organizations (e.g., Canadian Nuclear Safety Commission). Ya' thi Néné's staff and processes facilitate consultation and engagement by analyzing traditional land use and occupancy data, conducting interviews, and organizing community and leadership meetings. Ya' thi Néné's structure and process is effective in establishing and maintaining relationships with communities, making them an essential partner for both government and industry.

Every time the Duty to Consult process is triggered by a potential project that may threaten a First Nations' right to hunt, trap, gather, or fish, the company or government that proposed the project must consult with the communities impacted.

That's where we come in. When the Nation is notified, so are we — and we begin immediately to make sure Treaty rights are safeguarded. We make sure the government fulfills its crown obligations and that impacted land users are consulted. We analyze the permit, we examine our Traditional Knowledge database, develop maps, and consult chief and council, land users, Elders and other community members.

Ya' thi Néné Website

Before Ya' thi Néné was formed, communities would receive letters from the government when a project triggered the Duty to Consult. Responses were rarely provided, however, and community meetings were infrequent. This lack of involvement left the members of many communities upset and often meant that Indigenous rights were affected. Without proper capacity to participate in consultation, development projects could be at high risk for communities and for proponents.

Since its establishment in 2016, Ya' thi Néné has been instrumental in improving the consultation process, providing greater opportunities for community engagement, and enhancing economic opportunities while protecting the environment and cultural heritage. Since October 2019, Ya' thi Néné ensures that the process is initiated whenever a potential project could impact the right to hunt, trap, gather, or fish. It analyzes permits, reviews the Traditional Knowledge database, creates maps, and consults with Chief and Council, land users, Elders, and community members to support the consultation and engagement process and enable improved decision making

The Duty to Consult is not a fixed process, set of procedures, or recipe. There is no guaranteed outcome based on a specific set of steps. Forming relationships between Indigenous nations, government, and industry is foundational to the Duty to Consult. However, many Indigenous nations lack trust in government and industry due to historical mistreatment and broken promises. When groups are not trusted, progress is difficult to achieve. Therefore, building relationships through effective

communication is key, even though it can take a significant investment of time. Without trust and communication, consultation and engagement activities produce minimal value.

Table 1 outlines critical consultation and engagement activities that were undertaken by Ya' thi Néné from 2020 to 2023. The sheer volume of applications and the varying degrees of intensity of the ensuing consultation and accommodation process indicates the need for consultation capacity in Indigenous communities.

Table 1 Ya' thi Néné Duty to Consult and Engagement Activities, 2020 to 2023

Activity	2020-21	2021-22	2022-23
Provincial Permits	25 reviewed	58 reviewed	72 reviewed
	25 approved	54 approved	67 approved
	0 rejected	4 rejected	5 rejected
DTC/Engagement Interviews	359	383	503
CLTs days on the Land	44	138	127

Lands

The Athabasca communities have a strong connection to the land of Nuhenéné (Traditional Territory of the Athabasca communities meaning “Our Land”), which is crucial to their cultural identity, spirituality, and way of life. Protecting this land's resources is their sacred duty and is necessary for future generations. As part of their conservation efforts, the community leads the creation and management of Indigenous Protected and Conserved Areas (IPCAs), determining their boundaries, management plans, and governance structures. Elders, youth, leadership, and land-users are involved in the process, with Community Land Technicians (CLTs) serving as field workers responsible for maintaining and protecting the land.

Monitoring

Ya' thi Néné monitors and safeguards the lands, water, and resources of the region through various initiatives. CLTs document the impacts from developments and encroachments on sacred areas, ground-truth protected areas, and conduct water and country food sampling. The CLTs, who are fluent in both English and Denesųłiné, communicate with partner organizations and community members, particularly Elders. To effectively monitor and protect the lands, water, and resources of Nuhenéné, Ya' thi Néné conducts and participates in research within the area, combining traditional knowledge with Western science. The organization has participated in several research projects, including the Bird Atlas Study, Woodland Caribou Range Planning, and Barrenground Caribou Harvest Data.

Training, Employment, and Business Opportunities

Athabasca Basin's post-secondary students can apply for scholarships offered by Ya' thi Néné, in collaboration with industry partners. Ya' thi Néné also provides support and guidance on training, employment, and business opportunities through the EXPORT Database.

Athabasca Community Trust

Benefit Agreements between industry partners, the seven Basin communities and Ya 'thi Néné provide payments to the Athabasca Community Trust (ACT) for the long-term benefit of the seven Basin communities. The ACT's objective is to improve the environmental, social, cultural, and economic health and well-being of the beneficiaries for both current and future generations.

The Trust aims to preserve its capital and increase its income in the long run, and it follows stringent regulations regarding the usage and investment of funds, eligibility for accessing funds, and permissible purposes for the funds. The Trust keeps the funds it manages distinct from the community's operating budgets, enabling long-range planning for community needs.

The trust sets out clear guidelines and rules for how the funds can be invested and used, which helps to prevent misuse or mismanagement of the funds. Trusts can also provide a level of independence and impartiality in managing the funds, which can help to build trust and confidence among the beneficiaries. Overall, having funds managed by a trust can help to ensure that they are used in a sustainable way for the benefit of present and future generations.

To put this into more of a cultural context, to protect themselves and to ensure their survivability as a people, Athabasca Denesųliné need to protect the land, the water and the caribou. If the trust, like the land, water and caribou, is used wisely, it will protect and enhance the lives of those who have been living off that land since time immemorial. The Trust was established to benefit current and future generations. Balancing short term and long-term needs is a fundamental part of managing the Trust.

Ya' thi Néné Business Model

Ya' thi Néné has three revenue streams – the Athabasca Community Trust, provincial and federal grants, and industry-focused projects. The organization currently has stable funding sources, with opportunities in areas related to reconciliation, Duty to Consult, and social license. To maintain stability, Ya' thi Néné is attempting to move away from the boom-and-bust cycle that often characterizes government and industry funding. While the mineral exploration and uranium sector is a significant part of their attention in terms of land use, the organization has made progress in establishing other funding sources, with many companies and governments seeking to establish positive relationships with the Athabasca communities because of reconciliation actions and constitutional requirements from Duty to Consult.

About one third of Ya' thi Néné's work relates to the Duty to Consult, while another two-thirds relates to engagement activities with progressive proponents.

Consultation and Engagement Leading to Agreements

Similar to government and industry, the communities in the Athabasca Basin want certainty for activities happening in their territory. Certainty is best achieved through a negotiated agreement that is right-sized for the proposed activity. The starting point to a negotiated agreement is communication with the community members and leadership. Their level of support or opposition depends on their individual circumstances and level of reliance on land use in the proposed project area. The consultation process increases awareness and ensures everyone's voice is heard. Negotiation processes can vary depending on a variety of topics and circumstances. Consensus may not be achievable at the community level, although all concerns must be considered. Ultimately, the elected leaders must make decisions based on

the best interests of the community. Community leaders and Ya'thi Néné's Board of Directors are charged with the responsibility of making the best decisions on behalf of their communities and the region as a whole.

It can take anywhere from six months to multiple years to establish agreements between Ya' thi Néné and government or industry for larger-scale projects. Some organizations need time to understand the communities and Ya' thi Néné's mandate, while others need to adjust to the requirements of Duty to Consult and modern engagement expectations. Building relationships and eventually partnerships between organizations takes time and effort.

Different companies have different mindsets when working with Indigenous communities. The location of a project and its sensitivities can influence the interest in advancing relationships. In addition, addressing the various studies or reports necessary for community initiatives presents challenges to internal capacity and often requires extra time to ensure the work is done right.

Several elements need to be in place for effective consultation and engagement.

- Capacity: There needs to be community capacity, both in terms of receiving and communicating information to their members, and in terms of providing feedback to the government and industry proponents. Capacity development could include providing staff and governance members with training.
- Time and funding: The time required to communicate, plan and execute work can be significant depending on the extent of consultation and engagement that is required. Payment for staff, consultants and honourarium to community members and governance structures is common. The need for time and funding can be exacerbated if a community experiences consultation fatigue which can happen when a lot of proposed activity is happening in a particular area.
- Consistency: Indigenous nations and organizations require adherence to consistent policies and procedures that align with their respective communities especially when dealing with multiple proponents. Having proponents and government align with community policies and procedures can expedite the consultation and engagement process.
- Communication: Effective communication across government, industry and communities is key to successful consultation and engagement. Hiring communication specialists can support the process.
- Knowledge: Meaningful consultation and engagement require an exchange of knowledge. Proponents must convey project activities in an understandable manner and community members may share Traditional land use and occupancy information. Confidentiality agreements are often necessary for this knowledge to be shared.

With these elements in place, communities can be prepared to respond to industry or government interest in a timely and effective manner. Communities need tools in their toolkits to be effective in consultation. These tools have taken Ya' thi Néné years to develop and include a Traditional Knowledge, Land Use and Occupancy (TKLUO) database, Land Use Plan, Mineral Exploration Guidelines, governance committees, trained staff, Agreement templates and other ecological and economic Geographical Information System (GIS) mapping tools, all of which support the consultation and engagement process.

What Does It Mean to Do Work in a Good Way?

In Indigenous communities, "doing things in a good way" refers to performing actions in a manner that aligns with cultural values and beliefs, respects the land, and maintains harmony and balance in

relationships with others and the environment. It involves taking a holistic approach that considers the physical, emotional, mental, and spiritual well-being of all involved parties. “Doing things in a good way” is seen as crucial to maintaining positive relationships and ensuring that decisions made today will have positive impacts on future generations.

Not industry alone, not government alone, not communities alone – we must all work together. We need to have respect for each other. We will not agree on everything, but we can always listen to each other.

Mary Denechezhe, Chairperson

There is a finesse to conducting consultations in a good way. Ya' thi Néné believes the litmus test for successful consultations is if everyone is satisfied and happy with the outcome, as well as understanding the project and the mitigation and accommodation measures put in place. Examples of mitigation measures include such things as changing the timing or location of a project to minimize its impact on the community. Accommodation measures include such things as site visits for elders, land acknowledgement ceremonies, community meetings, compensation agreements, and employment and business opportunities. These accommodation mechanisms can alter the impact of a project were it to proceed and make development more attractive to a community.

At the heart of Indigenous communities is doing things in a “good way.” Indigenous communities want their non-Indigenous partners to learn this.

In developing relationships with Indigenous communities, it is important that these relationships develop in a non-extractive way. It is important for them to be authentic and real. That is the true basis for establishing relationships and it is foundational to the Duty to Consult. Indigenous people are holistic and don't want relationships that are solely focussed on the proponent's goal of accessing resources. They want meaningful relationships. Once those relationships are in place, it is possible to build the partnership and have meaningful discussions.

Relationships Based on Trust

Trust is a fundamental aspect of building relationships between Indigenous communities, government, and industry. Unfortunately, there has been a long history of distrust between these groups due to past harms caused to Indigenous communities. For example, in the Athabasca region, there have been environmental damages that have affected the health of the community and will continue to impact Treaty and Aboriginal rights for many generations.

Building trust is a long-term process that requires investment and effort from both industry and government. To rebuild trust, effective communication is key, as is understanding the challenges the community has and is facing. In the Athabasca region, the challenge of geographic distance also makes face-to-face interaction difficult. Nonetheless, successful companies and government agencies are willing to invest in trust-building efforts.

Impacts

Ya' thi Néné's biggest impact has been to give the communities in the Athabasca Basin a stronger voice in the protection and management of their traditional lands. For Ya' thi Néné to be credible, it must be seen as making consultation decisions based on the merits of the permit, license, or project application. The Athabasca Basin communities must see Ya' thi Néné as being willing to oppose applications when, based on the merits of the application, opposition is the right answer. On the other hand, Ya' thi Néné must also not be a barrier to development in an arbitrary way which would thereby create credibility problems with government and industry. Besides, while there is always a cost to development proceeding, there must also be benefits to the communities. It is important for communities to have the opportunity to benefit from development when the costs of development are seen as worth paying. As a result, Ya' thi Néné must be both firm and fair. The organization's success in reaching these outcomes demonstrates that government and industry are listening to the communities and their needs.

The organization's establishment of visible offices and CLTs has been beneficial. The presence of CLTs has provided a platform for land users to voice their concerns, which has amplified both the leadership's and land users' voices and has helped to resolving numerous issues.

Ya' thi Néné has also played a part in advancing the reconciliation processes in Saskatchewan and Canada. Through its interventions and communication, it has helped to support the development of different programs that are taking reconciliation seriously.

When our staff throughout our offices connect and work together to collect information, we see them gaining skills and confidence in supporting informed community decisions, it is very fulfilling and meaningful.

Provinces and countries are only as strong as the citizens that are experiencing the greatest challenges. Indigenous communities are amongst those that have received the poorest treatment and that experience some of the most challenging socio-economic conditions. They also tend to live in the most resource rich parts of our country. Surely, win-win is more than possible; it must be a requirement.

Garrett Schmidt, Executive Director

Advice to Other Indigenous Groups

The approach to strengthening consultation capacity varies based on the community's context, with northern communities facing different challenges and opportunities than southern communities. To improve their capacity, communities should establish technical expertise or support organizations that enable improved decision making. This will allow them to take advantage of opportunities such as traditional land use studies, employment opportunities, and navigating government and industry complexities. Available supports include Federation of Sovereign Indigenous Nations (FSIN), local Tribal Councils, the Saskatchewan First Nations Natural Resources Centre of Excellence, the Saskatchewan Aboriginal Land Technicians and various consultants and advisors. Communities can generate their own source of revenue through businesses like forestry, mining, potash, and oil and gas, which can be invested strategically. The specific opportunities for each community depend on their circumstances.

Ya' thi Néné's role is to be a steward of the land and to ensure that the land and the waters are protected for future generations. Its role is also to build the capacity of community members of the Athabasca Basin so that they can participate in the economy on a more sustainable basis. Ya' thi Néné supports land conservation and responsible land development provided the communities actively participate and benefit.

Notes

1. ABD is an investment company committed to building and investing in successful businesses. Since being established in 2002, the company has complete or partial ownership in companies providing a wide range of services, with investments in established companies providing industrial security, skilled workforce supply, construction, electrical, security, drilling, aviation and more. With a strong focus on wealth creation and reinvestment, an experienced management team, and a strong balance sheet, the company is well positioned to continue to acquire, build and grow successful businesses. For more information on ABD, see the case study on this organization.
2. Brideau (2019).
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