



# ONTARIO'S MINERAL DEVELOPMENT STRATEGY



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# Minister's Message



## **Introduction From Michael Gravelle, Minister of Northern Development and Mines**

In Ontario, we like to say that mining is at our core.

A key driver of Ontario's economy, the mining industry supports more than 26,000 direct and 50,000 indirect jobs, with the value of our mineral production reaching \$11 billion in 2014. In addition to the actual extraction and processing of ore, mining encompasses a broad suite of activities that include prospecting, exploration, financial and consulting services, and mining supply and services.

Mineral exploration and development is vital to our prosperity and quality of life.

That is why in 2006, we launched our first Mineral Development Strategy (MDS). It recognized that our mineral sector could face challenges in the future, and laid out a plan to help guide and enhance its global competitiveness, and create new economic opportunities. The renewal of the strategy was one of the key commitments of the Growth Plan for Northern Ontario, a 25-year plan to build a prosperous North by creating a diversified economy, stronger communities, a healthy environment and a skilled, adaptive and innovative workforce – all in a new spirit of partnership with Aboriginal peoples.

Today, thanks in part to the 2006 strategy, we remain a mining powerhouse. The Toronto Stock Exchange is the exploration and mining financing capital of the world, and we have a wealth of resources beneath the ground, together with the expertise to find and extract them.

The need for minerals will only grow, fueled by the demands of new consumers in emerging economies, and Ontario has the kind of mineral wealth essential for the new economy.

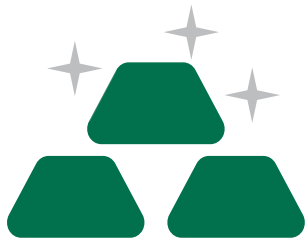
But our industry is confronting falling commodity prices, increased global competition, ever-tougher environmental and safety regulations, minerals that are more difficult to extract, high operating costs, and tighter capital markets.

To stay at the forefront, we must continue to educate, recruit and retain highly-skilled workers, but in much greater numbers, increase mineral discovery rates, accelerate innovation and entrepreneurship, improve regulatory efficiency, predictability and transparency, enhance Aboriginal voices and increase meaningful participation, and improve financing, particularly for prospectors and junior exploration companies.

## Mineral exploration activity in Ontario totaled \$507 million in 2014:

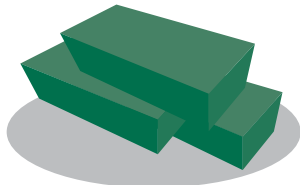
### \$357 million in gold:

Gold continues to be the most sought-after mineral in Ontario.



### \$120 million in base metals:

Spending on nickel is targeted mostly in the Sudbury and Ring of Fire areas.



### \$16 million in platinum group metals (PGM):

Two of Ontario's larger PGM projects are located in Northwestern Ontario.



### \$9 million in diamonds:

Most diamond exploration is being conducted in Ontario's Far North.



### \$5 million in other minerals:

Rare earth elements used in advanced technologies are among the other minerals being explored in Ontario.



We must do our part in meeting the climate change challenge through innovation and long-term planning.

We must also do a better job of promoting our industry. We have a tremendous story to tell and we need to do a better job of telling it, both at home and abroad, in order to attract and retain investment.

We understand what our mining industry is up against and we've engaged widely with prospectors, exploration and mining companies, representatives of First Nation, Métis and northern communities and environmental NGOs.

Their input has been critical to developing this comprehensive strategy, MDS, which will help to shape the course of mining in Ontario over the next decade by setting out priorities that will ensure Ontario remains the best place in the world to locate and grow the exploration and mining industries.



**Fact:** There are 70 million hectares of land available for staking in Ontario.

**Fact:** A recent University of Toronto study found that a typical operating gold mine in Ontario creates more than 2,200 direct, indirect and induced well-paid jobs and contributes \$330 million to the province's GDP annually.





# Our Vision

## Our vision for Ontario's minerals sector is clear: to become the global leader.

That was the vision behind our 2006 Mineral Development Strategy – which called for, among other initiatives, a new, modernized Mining Act, which was enacted in 2009. And it is the vision behind our new strategy, Ontario's Mineral Development Strategy 2015, which recognizes that the mineral development landscape has changed dramatically over the last eight years and is continuing to evolve.

MDS provides a blueprint for the industry's growth over the next 10 years. It builds on our well-earned reputation as a global leader in sustainable, safe, productive, well-regulated mineral exploration and

development – the place the world's industry turns to for innovations in mining technology and financing.

It has four strategic priorities. Namely, to keep our industry:

- Competitive and innovative
- Safe and environmentally responsible
- Efficiently and effectively regulated
- Growing and prosperous by enhancing Aboriginal voices and meaningful participation, and building a highly-skilled workforce



The strategy aligns closely with several government initiatives, including the Growth Plan for Northern Ontario.

The mining sector already impacts on the daily lives of people right across Ontario and all over the world, and its influence will only increase with the growing demand for emerging technologies.

With this strategy we are positioned to be the global mining leader of the future.





# Ontario's Mineral Sector Today

# 2



Ontario is a global leader in sustainable mineral exploration, development and production thanks to our world-renowned geology, expertise gained over more than a century of mining, the highest environmental standards and capital markets.

Mineral exploration and mining is big business all over Ontario. From Windsor to Timmins, Toronto to Red Lake, mining makes an important contribution to local economies – as well as the provincial economy as a whole – and provides a wide range of exciting employment and entrepreneurial opportunities for young people interested in careers in a global industry that is helping to build the new economy.



**Fact:** 72% of Ontario's mining customers are located outside the province, while 74% of Ontario's mine suppliers are located within the province.

**Fact:** Minerals are the building blocks of products ranging from computers to skyscrapers, electric cars to iPhones – and they will be critical to making products we have yet to even imagine.





## Spotlight 1: NORCAT

In August 2015, networking giant Cisco announced it would collaborate with the Northern Centre for Advanced Technology (NORCAT) to install and showcase innovative Wi-Fi communications infrastructure in the NORCAT Underground Centre. Why NORCAT? The Sudbury-based not-for-profit has an impressive track record of successfully supporting product development. It is the only regional innovation centre in the world with an operating mine that provides both multinational

companies and start-up ventures with the resources, infrastructure, expertise, and equipment required to design, test and showcase their technologies in an underground operating mine environment. “We are excited to work with NORCAT on the mine of the future to drive innovation and leadership in this space for years to come,” says Cisco Canada President Bernadette Wightman.

# 3

## The Ontario Advantage

Ontario is a global mining hub. We're home to enterprising prospectors and junior exploration companies, many of the world's leading mining companies, and about a thousand mining supply and service companies. They are here because we offer significant business advantages.

### A history of mining expertise

We've been mining for more than 125 years in Ontario, and in that time we've developed the world's most productive, technologically advanced, environmentally sound and safe mining industry. No other jurisdiction in the world has the level of expertise we do.



**Fact:** Ontario's mining supply and services sector employs more than 40,000 and has an estimated direct economic impact of \$6.6 billion.

**Fact:** 27% of the value of mineral production in Ontario is from non-metallic minerals (salt, gypsum, aggregate, building stone) that are mined mostly in southern Ontario.



What's more, we have close to 1,000 innovative companies supplying the latest in mining methods, technologies and products to mining companies here and around the globe. They offer a full range of capabilities – from mine exploration and operation, to equipment and technology, security and safety, environmental studies and site reclamation.

## Vast mineral deposits

Ontario's mineral deposits offer a wealth of opportunities for international and homegrown mining companies. Helping them to locate these resources is the Ontario Geological Survey, a world-renowned organization which conducts geological research and publishes it online.



We rank among the world's top ten regions for both exploration spending and production of platinum group metals, nickel and cobalt. We are also one of the world's most valuable sources of diamonds on a per carat basis.

## Spotlight 2: Ring of Fire

One of Ontario's most exciting mineral development opportunities in almost a century is the Ring of Fire. Located in the remote James Bay Lowlands of Northern Ontario, it covers an area of 5,000 square kilometers. It's home to deposits of copper, zinc, gold, platinum group metals and vanadium. There are also significant deposits of nickel – and what is very likely one of the richest deposit of chromite in the world, a strategic metal used in building infrastructure and defence

materials, and which has no substitute. Approximately 17 companies and individuals hold claims in the area, and the Ontario government has committed \$1 billion to construct infrastructure essential to sustainable development of this mineral rich region. The province has also reached an historic Regional Framework Agreement with the Matawa-member First Nations that lays the groundwork for future discussions.

Ontario is also a major source of gold, copper, zinc and silver and home to one of the most promising mineral developments anywhere on the globe – the Ring of Fire. Located in the James Bay Lowlands of Northern Ontario, it contains a treasure trove of mineral deposits, including one of the largest known deposits of chromite in the world. With mineral potential believed to be worth \$60 billion, the Ring of Fire presents a multi-generational economic opportunity.

## Secure land tenure

Ontario's Mining Act provides security of mining land tenure and fair and transparent regulatory framework, allowing companies to plan long-term growth, consistent with the recognition of existing

Aboriginal and treaty rights. In 2014, there were 235,000 active mining claim units in good standing in the province.

As part of the Mining Act modernization process, we are proposing to implement a province-wide, online claim-registration and integrated land management system which will promote a dynamic and competitive business climate in Ontario, ensuring the province is open to global investment.

## Access to global capital markets

Ontario is the mining finance capital of the world. That means that companies looking for capital to help them grow can find it here.

## Spotlight 3: Advantage Northwest

With seven advanced exploration projects moving to production in Northwestern Ontario, the Thunder Bay Community Economic Development Commission, in partnership with Fort William First Nation and regional partners, commissioned a comprehensive “mining readiness strategy.” The resulting report, Advantage Northwest, is a blueprint on how to prepare for the tremendous economic spin-offs that are just around

the corner. It outlines 52 recommendations that fall into major themes that include: workforce, education, training and immigration, electricity supply and transmission, mining supply and services, mapping commercial and industrial land, identifying innovation and R&D opportunities, and marketing Northwestern Ontario's mining sector. Other municipalities are now looking at similar preparedness models.



There are 1,500 exploration companies listed on the TSX and the TSX-V – more than half the public mining companies in the world. In 2014, more than 60 per cent of all new mining equity capital raised globally took place on Toronto's exchanges.

Capital investment in Ontario's mining industry was \$1.3 billion in 2014.

## Workers with skills for 21<sup>st</sup> century mining

Mining is a sophisticated industry. Increasingly, it relies on new technologies to find, extract and process ore safely, at a reasonable cost and with minimum damage to the environment. This requires people who are highly



educated and skilled – which is what Ontario's mining workers are. They are also increasingly diverse, with Aboriginal people and women well represented in the industry.



**Fact:** The average weekly wage in Ontario mining is 60% higher than the average manufacturing wage in the province.

**Fact:** Output per mining worker in Ontario is an impressive \$420,000 a year.

**Fact:** Mining is an industry of the future, offering stimulating career opportunities for young people across a wide spectrum, from mining and mineral processing to marketing, finance and engineering.

**Fact:** Mining is the largest private employer of Aboriginal peoples in Ontario.



We have a deep talent pool and we produce a steady stream of industry-ready workers. Nineteen of Ontario's 20 universities and 24 colleges offer leading-edge mining, geology and engineering programs, and the Goodman School of Mines at Laurentian University is training students and professionals in leadership, project management, business acumen, cultural and environmental aspects of mining, Occupational Health and Safety (OHS), and language.

And Ontario's nine Aboriginal training institutions are creating a home grown Aboriginal workforce that will be able to take advantage of coming opportunities in the mining sector.

## **An innovative and entrepreneurial environment**

Technology is revolutionizing every stage of the mining process. From satellite imaging to robotics to virtual reality, Ontario's mining industry is investing in R&D that's focused on increasing efficiency, lowering production costs and improving conditions.

And we have the infrastructure in place to accelerate the cutting-edge technology we're developing.

### **Spotlight 4: Centre of Excellence for Sustainable Mining and Exploration**

The Centre of Excellence for Sustainable Mining and Exploration located at Lakehead University in Thunder Bay is developing strategies for achieving sustainable mineral development, while ensuring environmental protection and respecting constitutionally protected Aboriginal and treaty rights. In addition to conducting

cutting-edge research in discovery, advanced exploration and sustainable development, the centre is engaged in education and outreach activities that create connections between industry, mining professionals – such as engineers and geologists – and Aboriginal communities.

Sudbury's Centre of Excellence in Mining Innovation (CEMI) is recognized globally as an innovator in the areas of mining, exploration, mining engineering and environmental sustainability. CEMI focuses on research, development, implementation and commercialization.

Mining Innovation, Rehabilitation and Applied Research Corporation (MIRARCO), the largest not-for-profit applied research firm in North America, is well known for its expertise in geomechanics (hazard assessment and risk mitigation), visualization and optimization, and environmental stewardship and sustainability. MIRARCO has been a leader in research on low cost, low carbon mine production. Their essential research will continue to build the mining innovation cluster in Ontario.

And NORCAT is a centre of mining training, innovation and incubation that accelerates the development of new technologies.

Also helping to close the commercialization gap are the Ultra Deep Mining Network, the Ontario Centres of Excellence, Cambrian Innovates and the Innovation Centre for Advanced Manufacturing (iCAMP) at Canadore College.

## Cluster power

Industry clusters are a catalyst for economic growth, and Sudbury has become the Silicon Valley of underground mining technology.

## Spotlight 5: Goodman School of Mines

The goal of Laurentian University's Goodman School of Mines is straight forward: provide students and mining industry professionals from around the world with the scientific, technical, socio-economic and management skills they need to meet the needs of the mining industry of the future. Located in Sudbury, the centre of a significant mining camp, the school provides support to undergraduate and graduate programs in six mining-cycle related disciplines,

including earth science, engineering, management and commerce, environmental science and ecology, Indigenous studies and occupational health and safety and is developing the expertise to deliver programming in modular, short course and distance learning formats. It's a unique approach to mining education and as the school's executive director Dr. Bruce Jago says, "there is no better place in the world for this multi-disciplinary approach."



While mining has a presence and contributes to many local communities across the province, with over a dozen mines operating within its city limits, Sudbury is at the core of this cluster and is anchored by global giants Glencore and Vale, along with nearly 40 other smaller mining and exploration companies. These firms are supported by a network of prospectors and junior

exploration companies and nearly 1,000 mining supply and technology companies that are increasingly focused on creating diverse, inclusive workplaces.

Sudbury is also home to nine research institutes focused on mining innovation, two colleges, the Goodman School of Mines at Laurentian University, CEMI and NORCAT which offers an underground technology testing, training and innovation centre. These entrepreneurial programs are educating and grooming the next generation of mining technology entrepreneurs.

It's a powerful combination of resources that's attracting top talent from all over the world, drawn by the numerous opportunities our industry presents.



**Fact:** Ontario's Northern Industrial Electricity Rate Program helps Northern Ontario's eligible mining companies sustain jobs and maintain global competitiveness by offering a reduction on their electricity costs.

**Fact:** Ontario's green electricity grid – in particular, hydro – provides reliable, low-carbon electricity allowing companies to reduce the carbon footprint of their operations and the carbon intensity of their production compared to some other countries.

## Low cost of doing business

Our business costs are among the lowest in the G7 and we are the most tax competitive jurisdiction globally, according to KPMG's *Competitive Alternatives* 2014 report.

And for companies focused on innovation, there's no question that Ontario is the place to be. Our R&D tax incentive program is widely recognized as one of

the most generous in the world. When combined with federal R&D programs, it can reduce the after-tax cost of every \$100 in R&D spending to about \$61, or \$37 for small businesses.

We currently top up the Canadian government's 15 per cent Mineral Exploration Tax Credit. Since 2000, the tax credit has helped junior mining companies raise more than \$7 billion to fund exploration and development.

## Spotlight 6: Ronacher Mckenzie Geoscience

For Elisabeth Ronacher and Jenna McKenzie there's no time like a downturn in the mining industry to start a consulting firm aimed at helping cash challenged exploration companies make the most of their resources. The two partners – Ronacher is a geologist based in Sudbury and McKenzie is a geophysicist located in Toronto – both worked for a private consulting company before going out on their

own, convinced the combination of their skills would set them apart. Ronacher McKenzie Geoscience specializes in an integrated approach to data mining, analysis and interpretation, combining all available datasets, including mapping, structural data, surface samples and drill hole data to help their clients find the right drill target – intelligent exploration, they call it.



## Spotlight 7: Ultra Deep Mining Network

In Ontario, we're already mining at significant depths – Timmins' Kidd Creek Mine is operating three kilometers below the surface – and we're going deeper all the time. Ultra-deep mining is the way of the future, but extracting ore below two and a half kilometers poses unique challenges, ones that Ontario's hard rock metal mining community are experts at solving. Canada's Ultra-Deep Mining Network (UDMN), a business led Networks of Centres of Excellence (NCE), is an initiative created by CEMI to help the mining industry develop and adopt commercially viable research and development projects that result in the deployment of proven innovative technologies. They are doing this by helping the

industry develop and sell proven innovative technologies in four key areas: rock stress risk reduction, energy reduction, material transport and productivity and human health and effectiveness. The network is supported by members of the mining and oil and gas industries, with the active participation of mining small and medium-sized enterprises (SMEs), industry agencies, research centres and academia. Through its network, UDMN will continue to position Ontario and Canada in a leadership role as the global deep mining knowledge centre, thereby ensuring that this nation remains the premiere natural resource investment destination of choice.





# Ontario's Mineral Development Strategy

We are determined to be the global leader in sustainable mineral development and production.

To that end, we have engaged widely with prospectors, junior exploration and mining companies and Aboriginal and northern communities. With their input, and in collaboration with other provincial ministries, we have developed a comprehensive mineral development strategy with four strategic priorities and a 10-point action plan.

## **A competitive and innovative industry**

*Entrenching Ontario's reputation as the leading mining jurisdiction in the world*

Continuous innovation – in areas that include exploration, deep mining, integrated mining engineering, underground mine construction and environmental sustainability – is key to maintaining Ontario's leadership position.

With this strategy we will:

### **1. Attract jobs and investment by:**

- Improving our domestic and international marketing and export efforts
- Promoting increased public awareness of the industry's social, environmental and economic importance to Ontario's economy and its contribution to the development of sustainable mining worldwide

- Identifying new markets for our industrial minerals
- Encouraging and supporting investments in innovation, R&D and commercialization of technologies within the sector

## 2. Foster a culture of innovation by:

- Developing initiatives targeted at increasing the use of innovative technologies, promoting energy efficiency, improving competitiveness and productivity and reducing greenhouse gases (GHGs) within the industry
- Hosting a mining innovation summit in Sudbury to discuss how we can continue to build on our leadership position and encourage more collaboration in the areas of innovation and productivity

- Benchmarking our performance and competitiveness with other global leaders
- Enhancing our mining research and innovation infrastructure, enabling faster dissemination of proven, made-in-Ontario solutions

## 3. Increase mineral discovery rates by:

- Exploring, developing and implementing tools to attract investment and risk capital for exploration and development projects
- Developing financial supports for Ontario-based junior exploration companies and prospectors experiencing cyclical downturns in the sector
- Ensuring that mineral sector transportation planning needs are considered in the Northern Ontario Multimodal Transportation Strategy, which

## Spotlight 8: Symbioticware

Sudbury-based Symbioticware develops and sells ruggedized hardware and software solutions that enable real-time gathering, transmitting, and analyzing of equipment and sensor data that helps mining companies, including Glencore and Vale, improve safety, increase productivity, and reduce operating costs. “We unlock the valuable data that already exists

and can be used by our customers to drive better decision making,” says Symbioticware CEO Kirk Petroski. The technology that Symbioticware produces is cutting-edge and is poised to become critical to every intelligent and highly productive mine of the future – and has earned the company a Bell Excellence Innovation Award and a Northern Business Awards, Export Award”.

- is identifying and prioritizing long-term strategic directions for infrastructure across the North
- Continuing to produce timely, high quality geoscience maps, reports and digital data and making them readily available to industry, governments and communities
  - Supporting collaborative exploration research initiatives among industry, Aboriginal groups, academia and other governments

**4. Improve our cost competitiveness by:**

- Reviewing current energy programs and providing ongoing assistance to mining and processing operations to ensure competitiveness
- Making strategic investments in mining and community-related infrastructure with the private sector, Aboriginal partners and other levels of government

## **A safe and environmentally responsible industry**

*Guiding Ontario's mineral sector as smart, sustainable and environmentally conscious*

Ontario's mining sector has a well-earned and enviable reputation for safety and environmental responsibility.



This strategy will continue our efforts in these areas. We will:

**5. Enhance worker health and safety further across the industry by:**

- Supporting the implementation of the 18 recommendations of the comprehensive, year-long Ontario Mining Health, Safety and Prevention Review, which examined ways to make mining even safer

**6. Protect the environment, reduce the impacts of exploration and mining and address the climate change challenge by:**

- Developing geoscience policy options that improve the integration of geoscience information into broader government decision making

- Applying geoscience information to help inform broad provincial land-use planning decisions related to the environment, ecology, climate change and public health and safety
- Exploring the development of a framework for Aboriginal participation in long-term environmental monitoring in future mineral development areas, building on the approaches being considered in the Ring of Fire
- Developing initiatives that focus on innovative ways to protect the environment and combat climate change while improving our industry's competitiveness
- Rehabilitating abandoned mine sites on Crown Land

## **An industry that is efficiently and effectively regulated**

*Providing greater certainty, improving transparency and encouraging regulatory efficiency for the mining industry*

This strategy will help us to improve regulatory efficiency, predictability and transparency, which in turn, will reduce the time – and costs – between early exploration and mineral production.

### **Spotlight 9: Ontario Geological Survey**

For 125 years the Ontario Geological Survey (OGS) has been documenting the geology of Ontario and making its findings available to the public. Scientists at the OGS conduct field and lab research to assess Ontario's resource potential – including its mineral deposits – attract investment, identify geo-hazards and support public land planning. Many of the OGS's key regional

geological databases are uploaded for easy viewing on Google Earth, using the OGSEarth function, including information about Ontario's bedrock geology, surficial geology, mineral resources, groundwater aquifers, bedrock topography and overburden thickness, as well as geophysical and geochemical data.

We will:

**7. Improve regulatory efficiency, predictability and transparency by:**

- Clarifying roles and responsibilities for Aboriginal consultation on exploration activities
- Inviting participants from industry, key stakeholders and Aboriginal communities to provide input and explore proposals on how to further streamline regulatory processes and coordinate consultation processes to reduce the cost and time between early exploration and mineral production including looking at approaches to environmental assessment

- Reviewing and updating our one-window coordination process for mineral development projects, including updating the Practitioners Guide for Planning and Permitting a Mineral Development Project in Ontario
- Identifying and removing barriers to adoption of new technologies and processes, specifically those which have the potential to significantly reduce greenhouse gases and assist in the transition to a low-carbon economy, so that companies can get their products and services to market faster, while ensuring worker health and safety and the protection of the environment

## Spotlight 10: BESTECH

Clean air is vital for miners working underground, but ensuring proper ventilation throughout a mine can be challenging and costly. Now, technology developed by Sudbury-based BESTECH is changing the way mines run their ventilation systems in order to optimize energy consumption. The company's energy management system lets mine operators monitor and control the ventilation system, activating it only when and where it's required, rather than the customary 24/7. The system can help reduce an underground mine's energy costs by 30 to

50 per cent – which can translate into millions of dollars in savings. The solution is engineered to be applicable to any underground mining process with electrical assets; thus, assisting mine operators around the world realize significant energy savings, while ensuring the safety of their workers. The BESTECH technology has been verified by Environment Canada's Canadian Environmental Technology Verification (ETV) Program. Its technology helped the company make *Maclean's* magazine's Green 30 list.





## **An industry that provides growth and prosperity**

*Supporting a healthy, competitive mineral sector to build a strong, prosperous economy for today and tomorrow*

Despite cyclical volatility in the industry, mining remains a key contributor to Ontario's economy, accounting for more than 1.6 per cent of Ontario's total GDP. To ensure that our industry continues to succeed – and Ontario benefits from the potentially significant new revenues and jobs it could bring – we will:

### **8. Enhance Aboriginal voices and meaningful participation in economic development by:**

- Investing in relationship building with Aboriginal communities by strengthening capacity building in the key areas of governance, business partnerships and entrepreneurship

- Developing strategies and approaches to ensure Aboriginal communities share in the benefits from mining and mineral exploration
- Strengthening Aboriginal relationships through direct engagement and reducing barriers to meaningful participation
- Supporting capacity building and skills development

### **9. Establish socio-economic conditions needed to advance major mining projects by:**

- Supporting community readiness strategies, broadly targeting community well-being, quality of life and developing a ready and competitive local workforce
- Supporting collaborative approaches including government, community and industry partnerships to better position communities to benefit from mining development



#### 10. Build a highly skilled workforce by:

- Working with interested colleges and universities to develop programs that address the future needs of the mining industry
- Helping the industry develop a strategy for attracting and retaining bright, well-educated, entrepreneurial young people

- Developing initiatives in partnership with Aboriginal communities to help Aboriginal people gain the necessary skills to take advantage of the employment opportunities mining offers

### Spotlight 11: Ring of Fire Aboriginal Training Alliance

The Ring of Fire will require a highly skilled workforce. In order to expand and deliver on the opportunities to develop this highly trained workforce Kiikenomaga Kikenjigewen Employment and Training Services (KKETS), Confederation College and Noront Resources entered into the Ring of Fire Aboriginal Training Alliance (ROFATA) in 2012. Through ROFATA training programs, which are managed by KKETS, Matawa First Nations members interested in pursuing a career in mining are getting the specialized training they need to play

a role in developing this multi-billion-dollar resource and access long-term sustainable career pathways in the mineral sector. The training, which is funded by the federal government, is provided both in Thunder Bay and Matawa First Nations communities, includes pre-employment, occupation specific and specialized skills training. Training includes programs on mining essentials and environmental monitoring, as well as training in skilled trades, such as carpentry, construction, welding, electrical and heavy equipment operations.



# Call to Action

Mining jurisdictions all over the world are wrestling with issues that range from lower commodity prices to rising energy costs, lack of infrastructure to a looming skills shortage.

Ontario's sector is clearly not immune.

But mining is cyclical, prone to a boom-and-slump cycle, and both analysts and those working in the industry are confident that new opportunities are just around the corner.

We need to be ready to take advantage of them. This new mineral development strategy, coupled with our Growth Plan for Northern Ontario, provides a solid framework for the task that lies ahead.

Ontario's mining industry starts from a position of strength. It's well established, well regarded around the world as a leader in sustainable development, and enjoys a number of important competitive advantages.

This strategy outlines the ways in which we can build on these strengths to become the world leader in sustainable mining development and production.

To ensure our long-term success, we need everyone – industry, academia, Aboriginal peoples, communities and government – to work together to translate this strategy into action. Through collaborative efforts, we can accelerate mineral discovery and development and establish a safe, innovative and sustainable foundation to build the new economy.