



### Education

*M.P.A Economics and  
Public Policy, Carleton  
University, Ottawa, Canada*

*M.Ed. Adult  
Training/Education  
Technologies, Brunel  
University, U.K.*

*B.Sc. Public Health,  
University of Alberta,  
Edmonton*

*International Register of  
Certified Auditors (IRCA)  
Sustainability Assurance  
Practitioner Program*

### Languages

*English – Fluent*

*French – Intermediate*

*Spanish –intermediate*

## Golder Associates Ltd. – Burnaby

### Employment History

#### **Golder Associates Ltd. – Burnaby, BC**

*Senior Socio-economist (2005 to Present)*

Senior Socio-economist and member of Golder's Corporate Sustainability Team. Advises on and undertakes socioeconomic impact assessments, stakeholder engagement, community development and social management planning, monitoring and evaluation. Provides strategic advice to clients on corporate social responsibility (CSR) policies and strategic plan development. Work is undertaken at the institutional level to support effective management of sustainable development and at the project level to achieve sustainable outcomes.

#### **Canadian International Development Agency – Hull, QC**

*Development Consultant (2004 to 2005)*

Conducted an institutional needs assessment and designed CIDA technical assistance projects to support capacity of Government of Ukraine in public administration reforms and European Union accession strategy.

#### **World Bank – Washington, D.C.**

*Public Sector Specialist (2001 to 2004)*

Provided technical expertise in socioeconomic assessment and local governance issues globally. Conducted policy analysis; designed, implemented, and evaluated capacity development programs to governments on decentralization, local service delivery, and community-driven development.

#### **Canadian Bureau for International Education – Ottawa, ON**

*Senior Project Manager (1999 to 2000)*

Designed and managed a \$5M Canadian International Development Agency- (CIDA) funded project globally supporting government capacity in public policy development in Eastern Europe. Led business development activities including research, partnership development, proposal preparation, and resource procurement.

#### **Ottawa Civic Hospital – Ottawa, ON**

*Public Health Research Advisor (1994 to 1997)*

Designed and implemented cost-benefit analyses of hospital programs. Developed and implemented best-practice clinical protocols. Conducted capacity needs analysis, coordinated and delivered clinical practice training programs. Moderated national-level dialogues on health service reforms through Telemedicine Canada.



### PROJECT EXPERIENCE – SUSTAINABILITY

**Moffat and Nichol**  
Montreal, Canada

Prepared a project sustainability indicator framework, as a component of the Port of Montreal's environmental assessment process and design planning. Conducted a preliminary sustainability project assessment through comparison of "existing" port facility and operation conditions relative to "proposed" expansion and upgrade plans. Identified sustainability-related activities and Port operation to upgrade and expand operations and identification of preliminary set of indicators to compare existing and future port operations. First phase results directed development of a comprehensive sustainability performance framework including sustainability indicators, targets, implementation, monitoring and evaluation process consistent with the Port of Montreal's sustainability goals and objectives.

**Bell Canada  
International (BCI)**

Complete a third party sustainability audit for Bell Canada's 2009 Sustainability Report

**The Canadian Climate  
Impacts and  
Adaptation Research  
Network**  
Canada

Provided socioeconomic advisory to a C-CAIRN project to develop an educational poster on Climate Change Impacts on National Fisheries and Aquatic Resources Sector.

### PROJECT EXPERIENCE – SOCIOECONOMIC ASSESSMENT

**Alta Gas**  
Kookipi Creek, BC

Land Use and Socioeconomic Lead for run of river hydro-electric facility located on Kookipi Creek, 25 km northwest of Boston Bar. Responsible for coordination, management and delivery of socioeconomic baseline studies, enhancement of existing land use baseline data, mapping and other information, socioeconomic and land use impact assessment and mitigation/management planning, and reporting.

**Teck Coal Ltd.**  
Elk Valley, BC

Socioeconomic Lead, as a component of the environmental assessment for the extension of the Line Creek coal mine operations (Line Creek Operations Phase II) located in Elk Valley. Responsible for coordination, management, and delivery of socioeconomic baseline studies, impact assessment and mitigation/management planning, and reporting; review of community needs assessments and recommendation of sustainable community development strategies.

**Burnco Rock Products  
Ltd.**  
NcNabb Creek, British  
Columbia

Socioeconomic Lead for environmental assessment for a sand and gravel mine and marine load-out terminal. Located in Howe Sound area. Responsible for coordination, management and delivery of socioeconomic baseline studies, impact assessment and mitigation/management planning and environmental assessment report preparation; public and First Nations consultation, as part of the environmental assessment process requirements.



## Resumé

ROXANNE SCOTT

**Barrick Gold Ltd.**  
Taseevskoye Gold Mine,  
Russia

Socioeconomic Lead for preparation of the social components of an environmental impact assessment, compliant with international (IFC) standards and guidelines, for a gold mine in Eastern Russia, including supervision and quality control of the work of sub-consultants locally contracted. Work includes consultation planning and implementation, baseline studies, impact evaluation, social mitigation, resettlement planning, and community development planning for project-affected people.

**Carpathian Gold**  
Gold Mine, Romania

Senior Socioeconomist for a pre-feasibility socioeconomic scoping study. Identified baseline characteristics of potentially affected communities and key social and economic issues. Advising on Project compliance with international (IFC) standards and guidelines. Conducted preliminary analysis of potential resettlement issues. Led dialogue and capacity development initiatives with Proponent, government agencies, and other stakeholders on frameworks and strategies for corporate community development funding.

**Boroo Gold Heap  
Leach Project**  
Mongolia

International Advisor to Mongolian socioeconomic assessment team conducting socioeconomic baseline assessment of gold heap leach project. Reviewed draft socioeconomic baseline; proposed recommendations for baseline study methodology and areas requiring further data collection. Recommendations were based upon Mongolian national regulatory requirements for environmental impact assessment and international (IFC) standards and guidelines.

**Barrick Gold**  
Buzwagi Gold Mine,  
Tanzania

Prepared the socioeconomic baseline study as part of an environmental impact assessment, compliant with international (IFC) standards, for a gold mine in Kahama District in Tanzania.

**Interior to Lower  
Mainland Transmission  
Line (BCTC)**  
British Columbia

Socioeconomic Lead for the Interior to Lower Mainland (ILM) Transmission Line in British Columbia. Work included designing and conducting socioeconomic baseline studies, impact evaluation, social mitigation/management planning. The project also supported the public consultation and First Nations consultation process through communications with stakeholders, address of key social and economic issues identified by potentially affected communities, and development and implementation of consultation work plans and processes.

**Vancouver Mount  
Pleasant Electrical  
Upgrade Project  
(BCTC)**  
British Columbia

Socioeconomic Lead for baseline studies and impact assessment for an environmental overview assessment, compliant with regulatory standards. Designed and implemented socioeconomic baseline studies, impact evaluation, social mitigation, and community development planning.

**Kelly Lake Substation  
to Lower Mainland  
(BCTC)**  
British Columbia

Upgrades to Existing Circuit Alternative, Kelly Lake Substation to Lower Mainland. Project Manager and Socioeconomic Lead for an environmental overview assessment for the upgrade of existing transmission line option to service the lower mainland area of B.C. Planned and implemented overview assessment to identify socioeconomic resources, biophysical resources, environmentally sensitive areas, parks, protected areas and ecological reserves, land use, and archaeological resources along and in the vicinity of an existing transmission line corridor, and provided strategic advice regarding environmental permitting and regulatory issues.



**North Coast Wind  
Energy Corp.**

Banks Island Wind  
Farm, BC

Socioeconomic Lead to identify and assess social and economic impacts from wind farm Project construction and operations of wind farm and associated transmission line running from Banks Island to Kitimat area. Completing socioeconomic baseline and impact assessment study reports on First Nation and non-First Nation communities for submission to BC Environmental Assessment Office.

**Port Mann Water  
Supply Tunnel**

Vancouver, BC

Conducted baseline assessment of socioeconomic resources; identified potential socioeconomic impacts of the proposed water tunnel crossing and construction; outlined recommendations for negative impact mitigation measures. Assessed issues of land use designation, zoning, community facilities, open spaces, noise and air quality, traffic, parking, and pedestrian usage.

**Coast Meridian  
Overpass**

Vancouver, BC

Socioeconomic Lead for the Coast Meridian Overpass Screening Environmental Assessment, City of Port Coquitlam. The assessment focused on First Nations and local government current and future land use plans and identified potential socioeconomic effects and benefits associated with the construction/general operations of the Project and proposed mitigation measures and management strategies.

**Tintina Mines Ltd.**

Red  
Mountain Molybdenum  
Mine, Yukon Territory

As part of an internal mining scoping study and development plan for the Red Mountain Deposit, defined social and economic baseline characteristics of potentially affected communities and First Nations; identified data deficiencies and valued socioeconomic components (VSCs) at local and regional levels. Advised on territorial standards and guidelines for socioeconomic assessment. Developed terms of reference for socioeconomic baseline studies.

**Western Canadian  
Coal Corp.**

Herman Coal Mine,  
British Columbia

Conducted a gap analysis of socioeconomic data; identified and analyzed economic impacts from Project construction and operations; completed non-First Nations socioeconomic baseline study, effects assessment and socioeconomic mitigation measures, and associated reports for submission to BC Environmental Assessment Office.

**Peace River Coal**

Roman Coal Mine,  
British Columbia

Senior advisor and reviewer for socioeconomic baseline and impact assessment for a coal mine in the Treaty 8 Area of British Columbia, Canada.

**Selkirk Metals Corp.**

Ruddock Creek Mine,  
British Columbia

Led social issues scoping study for a potential lead/zinc mine in interior British Columbia. Study assessed social and economic baseline data and information gaps, recommended further baseline assessments, identified potential areas of social and environmental concern, reviewed potential regulatory and permitting requirements for environmental assessment under the B.C and Canadian Environmental Assessment Act; conducted a review of First Nations issues relevant to the project and provided regulatory guidance on First Nations consultation requirements.



**Old Masset Sand and Gravel Project**  
British Columbia

Conducted socioeconomic scoping study. Analyzed existing socioeconomic resources and developed baseline characterization field studies for the development of the Old Masset Sand and Gravel Quarry on Haida Gwaii/Queen Charlotte Islands. Prepared stakeholder list, analyzed quantitative data on population demographics, employment and income, education, health, local infrastructure services, local economy, and labour force. Wrote scoping study report.

**Drilling Program for Kitsault Mine**  
British Columbia

Project Manager and social expert for an environmental due diligence study for the Kitsault Molybdenum Mine Drilling Program. Study identified potential environmental and social issues, impacts and risks, show-stoppers and propose management and mitigation strategies, related to the exploration drilling program.

**West Bear Uranium Mine (UEX Corporation)**  
Saskatchewan

Lead socioeconomic issues scoping study for the West Bear Uranium Mine (UEX Corporation) to better understand the existing socio-economic environment and context; identify potential socio-economic issues and opportunities pertaining to the Project and general approaches to their management; and recommend further socio-economic baseline information and data requirements to meet Project Environmental Assessment requirements under the Saskatchewan Environmental Act and Canadian Environmental Assessment Act (CEAA). Results from the proposed scope of work provided socio-economic information relevant for the NI43-101 Pre-feasibility Study and development of the Project Proposal and Terms of Reference for the Environmental Impact Assessment.

## PROJECT EXPERIENCE – DUE DILIGENCE

**Environmental Due Diligence, Confidential Project and Client**  
British Columbia

Project Manager for an environmental due diligence study pertaining to a potential property purchase in British Columbia.

**Social and Environmental Due Diligence, Confidential Project and Client**  
British Columbia

Led social due diligence review of a mining project in British Columbia. Assessed the analysis of socio-economic impacts including impact on First Nations and local communities. Assessed the conformity of socioeconomic procedures with relevant laws and regulations and adequacy of the review of any material land use conflicts, land acquisition and community and social investment.



### PROJECT EXPERIENCE – CONSULTATION

**BC Hydro - Waneta  
Dam Transaction**  
British Columbia

Led review of adequacy of First Nations consultation for BC Hydro's potential 1/3 purchase of the Waneta Dam. Analyzed and planned First Nations consultation for the potential Waneta Dam purchase; organized and facilitated meetings with First Nations; identified potential effects of the Waneta Dam purchase on expressed First Nations interests and/or concerns and identified and potential opportunities to enhance benefits; Led communication of Project information to First Nations and documentation of communications and correspondence.

**BC Hydro – Waneta  
Expansion Project  
Energy Purchase  
Agreement** British  
Columbia

Review of adequacy of First Nations consultation for BC Hydro's potential energy purchase agreement with the Waneta Expansion Power Corporation.

**BC Hydro – Clean  
Power Call**, British  
Columbia

Technical advisor to BC Hydro the analysis of adequacy First Nations consultation pertaining to independent power producers response to BC Hydro's selected clean power calls.

**Goldfields Exploration  
Inc.**  
Taldybulak Gold Mine,  
Kyrgyzstan

International Stakeholder Engagement Advisor for the Taldybulak Gold Mine in Kyrgyzstan. Advised Golder Consultation Team in the development and implementation of a Community Consultation and Disclosure Plan (CCDP) to meet national and international regulatory requirements.

### PROJECT EXPERIENCE – CAPACITY DEVELOPMENT, TRAINING, AND TECHNOLOGY TRANSFER

**Canadian Institute for  
Mining (CIM)**  
Vancouver, Canada

Delivered panel presentation "Institutional Assessments: Emerging Practice in Sustainable Community Development" at the May 2010 CIM conference in Vancouver, British Columbia

**Prospectors and  
Developers  
Association of Canada  
(PDAC)**  
Toronto, Canada

Designed and delivered 1 day workshop: "Applying CSR During Exploration: An e3 Plus Interactive Training Session". Course delivered during the March 2010 PDAC convention in Toronto, Canada.

**Workshop, Sustainable  
Development through  
CSR**  
Jakarta, Indonesia

Designed and delivered a 1/2-day workshop on approaches to supporting sustainable development through corporate social responsibility policy frameworks and sustainability project planning. Workshop participants included representatives from Indonesian Oil and Gas companies.

**World Bank Poverty  
Training Course**  
Tajikistan and Kyrgyz  
Republic

Developed training materials and delivered training modules addressing poverty dimensions of program monitoring and evaluation. Module was a part of a five-day World Bank poverty course for Tajikistan and Kyrgyz Republic government and non-government agencies responsible for development and implementation of country-focused poverty reduction strategies (PRSPs).





## Resumé

ROXANNE SCOTT

**Country Poverty  
Reduction Strategy**  
Kazakhstan

Provided World Bank training and institutional strengthening to government and civil society organizations in Kazakhstan in the development of a five-year World Bank-supported poverty reduction strategy (PRSP).

**Community  
Participation in Local  
Government Planning**  
East Africa

Consultation and Capacity Development Specialist. In partnership with World Bank and the East African Municipal Development Program (MDP), developed a knowledge base of innovative practices in East Africa supporting citizen participation in policy making, budgeting, and municipal planning. Program supported community of practice in East Africa on citizen-based local governance. Managed multi-stakeholder dialogues with African partners from Tanzania, Kenya, Mozambique, Uganda, Zambia, and Zimbabwe to design a training strategy, develop learning materials and methodologies for dissemination.

## PROJECT EXPERIENCE – INSTITUTIONAL AND POLICY DEVELOPMENT

**Policy Brief: Rights  
Based Approach to  
Gender-responsive  
Planning and  
Budgeting**  
Indonesia

Policy Advisor to State Ministry of Women's Development. Conducted desk top literature review and consultations with Indonesian government and academic stakeholders to complete literature review of rights based approaches to gender equality in development context. Produced as a final deliverable a Policy Brief supporting policy framework for implementation of a human rights based approach to gender-responsive planning and budgeting. Provided direction to SMWE on strategy for policy brief dissemination and communication to government and non-government agencies.

**Governance Reform  
Support Project (GRS  
II)**  
Indonesia

Economic Advisor to CIDA project, supporting capacity development of Central Government Planning Agency and the Ministry of Finance on performance-based planning and budgeting. Worked with local experts to develop and integrate pro-poor and gender-based budget models into government planning and budgeting systems and processes. Designed and delivered workshops, facilitated development of long-term strategic plans for central, regional government agencies, and line ministries.

**Review and Update of  
Environmental, Health  
and Safety Guidelines  
for the International  
Finance Corporation  
(IFC)**  
Canada

Provided technical expertise in the form of research, review, and drafting of summary reports on General Environmental Health and Safety, to be further synthesized and condensed by IFC into final guidance documents. This activity was part of a larger IFC initiative to review and update all industry sector Environmental Health and Safety Guidelines.



**Institutional Analysis,  
Public Administration  
Reform  
Ukraine**

Led the implementation of a \$4Million project supporting development of government policy standards and capacity for policy formulation. Conducted political and economic analyses of public sector reforms. Procured technical experts and government training institutions to design and implement technical assistance in policy analysis, policy debate, and policy and decision-making. Developed and implemented training courses on citizen participation in government decision-making. Implemented results-based management framework to monitor and evaluate project impacts. Project supported the creation of the first public policy research units within Ukrainian government ministries.

**Institutional Analysis,  
Public Sector Reform  
for EU Accession  
Ukraine**

In support of Ukraine's European Union accession strategy, conducted a government institutional gap and needs analysis to identify public administration reform target areas and associated capacity needs of various government/nongovernment stakeholders. Led consulting team to design a \$5 Million 5-year CIDA technical assistance project to support and develop the Government of Ukraine's human resource management capacity.

**Center for Economic  
Policy Analysis  
Russia**

Policy Advisor and Project Development Expert. Conducted an institutional analysis of policy and decision making processes within the Russian Federation. Findings guided CIDA consultations with Canadian and Russian partners to determine parameters for the development of a government-based Center for Economic Policy Analysis (CEPA) in Russia. Led the design of a \$4Million CIDA technical assistance project to support institutional capacity development within CEPA.

## PROFESSIONAL AFFILIATIONS

International Association for Impact Assessment (IAIA)

International Development Economics Associates (IDEA)

Association for Social Economics

## PUBLICATIONS

Scott, R. & Alizar, A. 2008. "Supporting Development in Indonesia: Implications for Resource-Based Industries". In Global Exploration and Production News (E&P). October, 2008.

Scott, R. & Alizar, A. 2008. "Decentralization Poses Dilemmas for Miners". Northern Miner Magazine. August, 2008

Scott, R. 2007. "Economic Impacts of Mountain Pine Beetle on Municipalities in B.C." Municipal World Journal. December 2007.

Caverley, N. and Scott, R. 2007. "What can Communities Do About the Mountain Pine Beetle?" Native Journal. September 2007.





Scott, R. 2007. "Managing Socioeconomic Impacts of Mountain Pine Beetle Infestation on Forestry and Fishery Communities." Paper presentation for conference on Mountain Pine Beetle Threats to Salmon and Fisheries Resources in B.C. January 30-31, 2007. Prince George, BC.

Scott, R. 2004. "Evaluation of Local Government Capacity Development Program in China." Evaluation Report for CIDA-Funded World Bank Program on Local Governance, November 2004, Washington, DC.

Scott, R. 2004. "Civic Participation and Accountability in Local Governance: The Case of Uganda." Case Study for Training Course on Civic Participation in Budgetary Decision-making Decentralization and Local Governance Program, World Bank Institute, November 2004, Washington, DC.

Scott, R. 2004. "Capacity Needs Analysis to Support Civil Service Reform in Ukraine." Study and Discussion Paper for Russia, Ukraine, and Nuclear Programs Division, Canadian International Development Agency (CIDA), October 2004, Ottawa, Canada.

Scott, R. 2004. "Social Funds: Implications for Sustainable Participatory Planning in Africa." Paper prepared for World Bank Institute workshop on "Participatory Budgeting", Nairobi, July 30-31, 2004.

Scott, R. and Blackden, M. 2004. "Supporting Poverty Reduction Strategies through Gender-responsive Public Resource Management." Paper and presentation at World Bank Institute Discussion Forum, April 2004, Washington, DC.

Scott, R. 2004. "Poverty-disaggregated Data Management Systems: Capacity Development Issues for Municipalities." Unpublished Project document, Decentralization and Local Governance Program, February 2004, World Bank Institute, Washington, DC.

Scott, R. 2003. "Policy and Priority Actions in the Context of the Poverty Reduction Strategies." Paper presented at World Bank CIS 7 Conference, Almaty, Kazakhstan, November 2003.

Scott, R. 2003. "International Trade and Equality: The Case of the Ready Made Garment Industry in Bangladesh." Case Study developed World Bank global dialogue on "Equity Issues in Globalization", Trade Program, World Bank Institute, September 2003, Washington, DC.

Scott, R. 2003. "Poverty Dimensions in Monitoring and Evaluation: Implications for Poverty Reduction Strategies in Tajikistan and Kyrgyz Republic." Training module prepared and delivered for the World Bank Institute's Attacking Poverty Course, June 16-20 2003, Bishkek, Kyrgyz Republic.

Scott, R. 2003. "Gender Analysis in Budgetary Processes." Paper presented at World Bank Eastern Europe Regional Learning Program, Warsaw, Poland, March 2003.



Scott, R. 2002. "Gender and Decentralization: Key Issues in South Asia." Paper and Presentation for Regional South Asia Training Seminar, World Bank, Washington, April 2003; Islamabad, February 2002.

Scott, R. 2002. "Civic Participation in Sub-national Budgeting Processes." Paper presented at Conference on Local Governance, Federation of Canadian Municipalities, Ottawa, Canada, September 2002.

Macarenas, B. and Scott, R. 2002. "Mainstreaming Community Participation in the World Bank Institutes' Capacity Development Programs." Paper presentation for Conference on Participation for Global Action: Participatory Development Forum, Guelph, Canada, July 2002.

Charleton, J., Ebel, R. Muhktar, H., Scott, R., and Vaillancourt, F. 2002. "Pakistan's Devolution" in Pakistan's Development Policy Review. World Bank Report, Washington, DC.

Scott, R. 2002. "Gender Budgeting in Public Resource Management". Paper and Training Module prepared and delivered for World Bank Institute course on Fiscal Decentralization in Russia, Moscow, May 2002; St. Petersburg, November 2002.

Scott, R. 2002. "Supporting Capacity Development in Pro-poor Budgeting Through Distance Learning". Paper presented at Partnership Meeting on Gender Sensitive Budgeting. United Nations, November 25-26, 2002, New York.

Maraschuk, P., Monastyrski, T., Scott, R., and Steen, B. 2000. "Challenges of Technical Assistance in Ukraine." Paper presented at the Canadian Bureau for International Education (CBIE) Annual Conference, Montréal, November 2000.

Scott, R. 1998. "Sustainable Strategies to Support Rural Health in Eastern Europe." Policy Report. Russia, Ukraine and Nuclear Programs Division. Canadian International Development Agency (CIDA), August 1998, Hull, Québec.