



Taking Action: **Collaboration with Indigenous communities**

A collection of Indigenous initiatives
from Electricity Canada members



**Electricity
Canada**
Our energy future



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Introduction

Taking Action: Collaboration with Indigenous communities

Over the past twenty years, Canada has made substantial progress in advancing reconciliation and enhancing relationships with Indigenous Peoples. Changing public policies, court decisions, increased Indigenous involvement in decision-making, and a deeper understanding of Indigenous history, culture and traditions have strengthened our engagement with Indigenous Peoples.

The electricity sector is at the forefront of this engagement. What were once considered project-specific consultations have now shifted toward long-term strategic partnerships with mutually beneficial relationships to both the industry and the communities.

In 2016, Electricity Canada and its members established a set of national engagement principles to foster more positive relationships with the Indigenous communities where they operate. These principles were updated in 2025, and excerpts can be found in this collection.

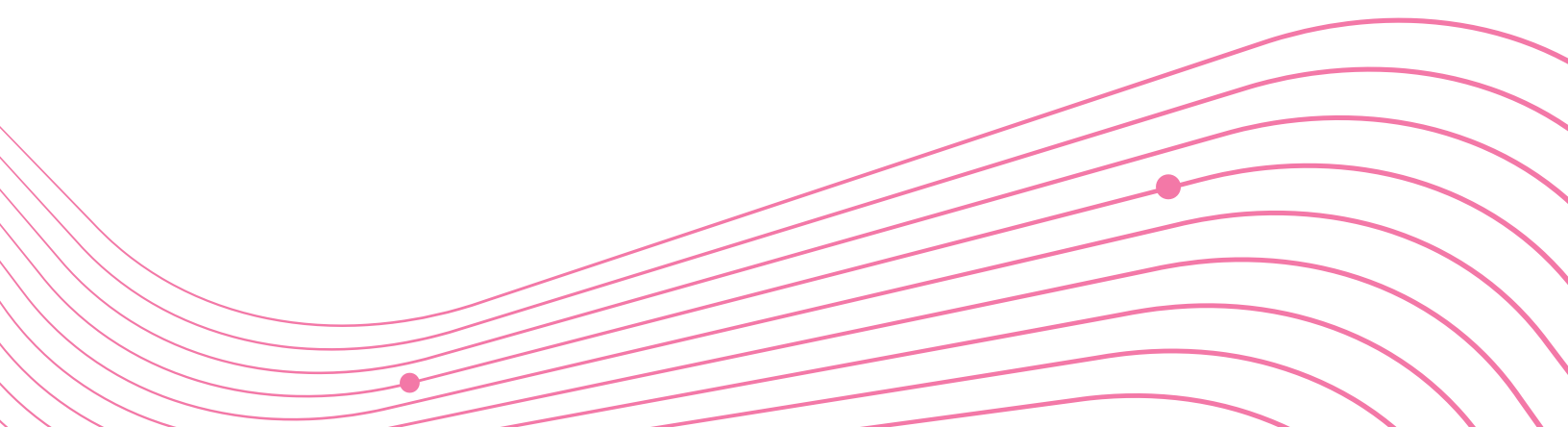
Canada's electricity sector considers open, transparent engagement with Indigenous Peoples to be of paramount importance. This document outlines several collaborative, community-driven initiatives led by Electricity Canada members. They draw upon the Truth and Reconciliation Commission's (TRC) Calls to Action.

The TRC report, released in 2015 and fully supported by the Government of Canada, details 94 'Calls to Action' urging all levels of government and the corporate sector to collaborate on changing policies and programs to repair the harm caused by residential schools and to advance reconciliation.

Specifically, Section 92 calls upon the private sector to commit to:

- Meaningful consultations;
- Respectful relationships;
- Provide equitable access to employment and training; and
- Educate management and staff on the history of Indigenous Peoples.

The following pages highlight many examples of how Electricity Canada members are successfully collaborating with and engaging Indigenous communities on the TRC recommendations.



Message from Electricity Canada's Indigenous Relations Committee (IRC) Chair

Canada's electricity industry is undergoing a period of significant transformation. As the industry modernizes its systems and advances the transformation, building meaningful relationships with Indigenous communities remains essential to its long-term success.

Across the electricity industry, approaches to Indigenous engagement have evolved meaningfully. Practices have progressed from primarily projectspecific consultation toward longerterm, collaborative, and more sustainable partnerships. These relationships are increasingly grounded in respect, trust, and shared objectives, including the pursuit of lasting economic, social, and environmental benefits.

The accelerating pace of the transformation further underscores the importance of strong partnerships, as new opportunities for shared prosperity continue to emerge. Electricity Canada is pleased to share this evergreen compendium, which highlights leading practices and partnership approaches undertaken by Electricity Canada members to enable Indigenous engagement.

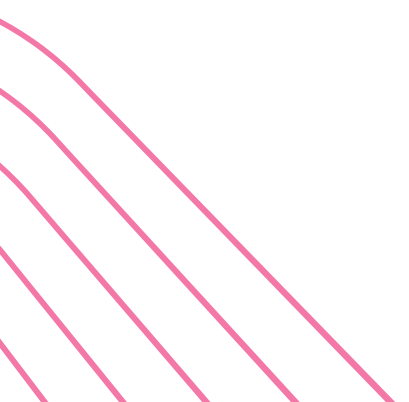
This collection of initiatives builds on the Indigenous engagement principles first released by Electricity Canada in 2016. In 2025, Electricity Canada's members released an updated set of principles to reflect both the progress achieved and the journey ahead. Developed through the collective efforts of the Indigenous Relations Committee (IRC), these principles emphasize the importance of meaningful longterm relationships, mutually beneficial partnerships, and the incorporation of Indigenous perspectives into our activities.

Reconciliation is an ongoing journey. While progress has been made, much work remains. By sharing the initiatives, Electricity Canada and its members hope to contribute constructively to broader discussions on reconciliation and to support continued progress across the industry.

It is our hope you find these initiatives both informative and inspiring. We encourage you to share them with others to promote progressive Indigenous relations within our country and beyond.

Sincerely,

Vicky Cole, Chair (Manitoba Hydro)



Electricity industry's commitment to Indigenous engagement: National Principles

Electricity Canada and its members acknowledge that successfully meeting our future energy requirements must include meaningful engagement with, and involvement of, Indigenous communities. While electricity companies operate in diverse communities and have different approaches to Indigenous engagement, as an industry sector, we're committed to advancing Indigenous reconciliation and have developed the following updated National Principles for Indigenous Engagement.

Underpinning these principles is a recognition of the inherent and constitutionally protected rights of Indigenous Peoples.

1. **Understanding and awareness:** We will continue to support internal and external activities that raise awareness and understanding of Indigenous history, rights, values, languages, traditions, and cultural practices so that we can develop strong and informed working relationships based on mutual respect and understanding.
2. **Constructive long-term relationships:** We will foster constructive, long-term relationships with Indigenous communities based on humility, compassion, trust, collaboration, and accountability. We will make Indigenous engagement and partnership a priority in our activities, informed by their rights, goals and guidance.
3. **Early and ongoing communication:** We will work to promote early, transparent, reciprocal, ongoing, and meaningful communication with Indigenous communities to ensure timely information sharing and informed dialogue.
4. **Sustainable resource use:** We acknowledge the importance of the Seven Generations Principle and will collaborate to understand and be guided by Indigenous knowledge and science, to minimize adverse environmental impacts and support long-term sustainable resource use.
5. **Shared economic prosperity:** We will pursue opportunities for meaningful and long-term benefits to enable Indigenous economic participation and inclusion in our shared energy future.
6. **Energy affordability:** Recognizing that access to affordable energy remains a significant challenge for Indigenous communities, particularly in remote and northern areas, the industry will continue to work with governments, communities, and other partners to identify and/or support affordable energy solutions.



Section I: Education initiatives

Electricity Canada and our members are dedicated to discovering new ways to engage and foster respectful relationships with Indigenous Peoples. Section 92 of the Truth and Reconciliation Commission (TRC) Calls to Action urges the corporate sector to ensure equitable access to educational opportunities for Indigenous Peoples. Additionally, it recommends that the corporate sector offer education for management and staff on the history of Indigenous Peoples, encompassing the legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), Treaties and Indigenous rights, Indigenous law, and Indigenous-Crown relations.

Electricity Canada members provide numerous educational opportunities for management, staff, and Indigenous Peoples. Several companies are incorporating Indigenous-based cultural competency guidelines and training into their corporate practices. Below are a few examples of member-led education initiatives.

ATCO supports First Nation, Inuit and Métis students across Canada

ATCO's Indigenous Education Awards Program offers financial support to Indigenous youth pursuing higher education. These awards, bursaries, and scholarships are awarded to students who show leadership and aim to serve as role models within their schools and communities. There are three types of awards available: Merit Awards (\$500) – for students completing Grades 10–12, including upgrading; Bursaries (\$1,000) – for students enrolled in trade, diploma, or certificate programs; and Scholarships (\$1,500) – for students enrolled in degree or graduate studies.



BC Hydro provides cultural awareness training and educational support

BC Hydro offers comprehensive cultural awareness training programs for employees and contractors, developed by the company's Indigenous staff. The organization has set a five-year goal of having at least 80 per cent of employees complete Indigenous awareness training. Alongside these training courses, BC Hydro hosts cultural awareness events throughout the year and continues to provide educational funding to support Indigenous youth in pursuing post-secondary education.



Capital Power provides scholarships to Indigenous students

In British Columbia, Capital Power provides scholarships to members of the McLeod Lake Indian Band, Saulteau First Nations, and West Moberly First Nations. The first grants (four annually) are awarded from the Capital Power Scholarship Fund for Haudenosaunee Youth through the Grand River Post-Secondary Education Office. The scholarships support students pursuing educational opportunities in environmental studies, engineering, and business.



Elexicon takes action to increase Indigenous-related cultural competencies

Elexicon Energy, an Ontario-based electricity company, is working with Indigenous partners to increase Indigenous cultural competencies throughout the organization. The organization has hired an Indigenous-owned consulting firm to commission maps of the organization's service territory overlaid with information on treaties and the Indigenous communities that have inhabited the land for millennia. Maps were shared with all staff as a resource to increase awareness and understanding of the history of the land on which the organization operates and its intersection with Indigenous communities. The organization also created a Land Acknowledgement that was shared with all staff. Elexicon Energy has also begun work on a Reconciliation Action Plan (RAP). In the early stages of the RAP, all executive leaders met with Indigenous consultants to increase their awareness about the impacts of colonization and residential schools, but also to learn about how to be partners in building respectful and mutually beneficial relationships.



FortisAlberta implements mandatory web-based training for staff

FortisAlberta has implemented a mandatory web-based education initiative on the history of Indigenous Peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), Treaties and Indigenous rights, Indigenous law and Crown relations. Additionally, FortisAlberta has created land acknowledgment plaques for each of its offices throughout the province. These plaques are a reminder of its commitment to treating the land and each other with respect and honour now and into the future. FortisAlberta has also been active in educating the communities on how regulated utilities operate.



FortisBC's Indigenous awareness training and Indigenous Speaker Series

All employees are required to take Introduction to Indigenous Awareness within a year of joining the organization. The course is approximately four hours long and includes the business and legal context for Indigenous relations, a video that encapsulates Indigenous histories and perspectives, and a debrief in which participants unpack their learnings and make commitments toward reconciliation. Within three years, employees will further their learning through community-based tours or seminars, the Kairos Blanket Exercise, custom team training, or online self-paced learning that addresses a specific interest. FortisBC also hosts the Indigenous Speaker Series, where Indigenous thought leaders meet with FortisBC executives and subject matter experts to discuss important topics. This is a free session available for all employees to join virtually.



Hydro-Québec launches a fund to encourage school perseverance among Indigenous Peoples

Hydro-Québec has introduced a series of measures in support of its commitment to facilitating training for Indigenous community members, including its Indigenous employees. Among these is the creation of a new \$50 million fund, over three years, to promote school perseverance among Indigenous Peoples, launched in March 2025. Part of the fund will go toward scholarships to support Indigenous Peoples who want to go

back to school or continue their studies. Partnerships will also be formed with designated Indigenous organizations working to promote and support school perseverance. One such partnership is with the First Peoples Innovation Centre, whose mobile “FabLabs” (fabrication labs) travel to different Indigenous communities, providing access to advanced digital tools so that users can learn new technologies.



Manitoba Hydro advances reconciliation

In early 2023, Manitoba Hydro issued its Indigenous Relations Commitment Statement, reaffirming the organization’s dedication to reconciliation and strengthening relationships with Indigenous Peoples and communities. This statement serves as a foundational guide for employees, emphasizing the importance of their individual and collective roles in reconciliation and illustrating how their efforts align with the organization’s broader commitments. To support this commitment, Manitoba Hydro offers a variety of learning opportunities focused on Indigenous knowledge and reconciliation.

As of June 2025, approximately 97% of employees have completed a mandatory e-learning course covering Indigenous Peoples, cultures, and the history of hydroelectric development in Manitoba. Additional training includes a two-day cultural awareness workshop and optional sessions such as the Turtle Island Project and W'daeb Awaewe (Ojibwe: Truth as We Know It). Learning also extends beyond the classroom through initiatives like the Indigenous Awareness Circle (IAC), a group of Indigenous employees that hosts events throughout the year, including the monthly Indigenous Speaker Series and activities recognizing Indigenous Awareness Week, National Indigenous Peoples Day, and the National Day for Truth and Reconciliation.



Énergie NB Power

New Brunswick Power offers cultural awareness programs to employees

New Brunswick Power (NB Power) provides various avenues to employees to build cultural awareness and sensitivity to New Brunswick’s Indigenous Peoples. These range from orientation sessions developed internally with input provided from Elders and Indigenous representatives, to experiential exercises conducted by Indigenous Peoples to inviting employees to attend powwows and other culturally significant events. Additionally, in partnership with the Province of New Brunswick, the University of New Brunswick, and the Mi’kmaq/Wolastoqey Center, a mandatory, comprehensive online cultural awareness session is under development.



SaskPower signs a collaboration agreement

McIlvenna Bay Operating Ltd. (MBO) has begun constructing an underground mine within Peter Ballantyne Cree Nation (PBCN) territory. SaskPower and PBCN have signed a collaboration agreement in relation to the transmission line feeding Foran Mine.

- Collaboration agreement: SaskPower and PBCN entered into a collaboration agreement in September 2024 to construct an 80 km transmission line, ensuring continued engagement and environmental impact mitigation.
- Key provisions: The agreement includes a Community Vitality Fund, vegetation management, traditional plant offsets, and initiatives for energy literacy, security, and affordability.



TC Energy supports youth education

The University of Calgary is known for its research, engineering and business programs, and supports Indigenous students via the Indigenous Students Circle, Office of Indigenous Engagement, and the Native Centre. TC Energy partnered with the University with its sponsorship of their Ótáp ímisskaan Youth Leadership Program, Indigenous Graduation Celebration, and Indigenous Student Emergency Financial Support.

In addition, the Southern Alberta Institute of Technology supports Indigenous students with a tailored upgrading program, the Indigenous Students Alliance, and through the Chinook Lodge Resource Centre. TC Energy also sponsors their Career Trades Program and Metis Education Fund. TC Energy provides funding to enable tutorial assistance and a tutoring program, student success seminars, student emergency funding, and sponsored luncheons at the Chinook Lodge and the Indigenous Student's Centre.



TransAlta partners with Indigenous communities on education

TransAlta is committed to advancing educational success and leadership development in Indigenous communities through community-informed partnerships. Each year, the company supports Indigenous communities and students pursuing education, helping to reduce financial barriers and support pathways to meaningful, longterm opportunity.

In parallel, TransAlta supports Indigenous children, youth, and families, including funding directed to the Miskanawah Centre and its partnership with Spirit North. This support strengthens culturally grounded, community-led services that focus on education, stability, and well-being, creating the conditions for Indigenous learners and families to thrive. Together, these investments reflect TransAlta's approach to reconciliation and relationshipbuilding: supporting Indigenous-led initiatives while fostering greater understanding among employees of Indigenous histories, cultures, and lived experiences. This focus on shared learning and mutual respect strengthens relationships, contributes to more inclusive workplaces, and supports sustainable, community-driven outcomes.



Section II: Employment / Training initiatives

The Truth and Reconciliation Commission Report also urges the corporate sector to help Indigenous Peoples gain equitable access to jobs and training opportunities. Electricity Canada member companies have consistently offered employment and training opportunities to local Indigenous communities through scholarship grants, Indigenous-specific job boards, and other initiatives.



BC Hydro working to increase its Indigenous workforce

BC Hydro's goal is to increase Indigenous representation in its workforce by 25 per cent by 2026. A dedicated Indigenous employment team works to create career awareness and provide pathways for Indigenous individuals to achieve employment with the company. Training specialists in the region are knowledgeable of the specific employment challenges, opportunities, and the capacity of communities. They work with particular candidates to remove barriers to employment. BC Hydro also partners with regional educational institutions that offer programs that match community needs. BC Hydro provides training and employment programs that span a multitude of candidates, from individuals who are three to five years from hire (Youth Hires and Try-a-Trade), to those who have completed all the required training and education and are ready to be hired (Indigenous Professionals In Development). This program offers Indigenous Peoples with a post-secondary education and a one-year paid work-and-professional-development placement with BC Hydro.



FortisAlberta employs Indigenous Peoples in maintenance work

FortisAlberta utilizes community members as liaisons during line maintenance. This includes line rebuilds, pole testing and replacement and vegetation management. Its contractors also employ community members for temporary labour positions where required.



FortisBC's scholarships, bursaries, training and internships

FortisBC works with several different Nations to offer scholarships to First Nations students pursuing careers in relevant trades or engineering programs. They also offer the [REnEW](#) program, which provides training to people with barriers to employment. Indigenous internships are offered to promising Indigenous candidates, placing them in two-year paid positions where they learn essential skills and build connections within the organization. Many interns go on to be full-time employees.



Hydro-Québec creates job and internship opportunities to increase Indigenous representation across the organization

Hydro-Québec seeks to develop its Indigenous workforce and support the acquisition of key skills that will enable employees to advance at every organizational level, including in management and governance positions. As part of its efforts to make workplace practices more culturally sensitive and reduce barriers to employment, the company created a cohort of Indigenous employees in its customer relations centre—an initiative grounded in cultural safety.

Furthermore, in 2025 Hydro-Québec offered 16 internships to Indigenous college and university students, boosting the number of Indigenous interns hosted since the program's launch in 2022 to a total of 43. These students can access support services that enhance their experience and facilitate their integration, such as the affinity group created by and for Indigenous employees. Lastly, in September 2024, Hydro-Québec proudly welcomed Victoria Labillois from the Mi'gmaq community of Listuguj onto its Board of Directors, making her the first Indigenous person to serve on the Board.



Manitoba Hydro's Wash'ake Mayzoon Indigenous Women's On-the-Job Training plan

The purpose of the On-the-Job (OJT) Program is to build capacity within the local communities and the Province of Manitoba. The scope of the Wash'ake Mayzoon OJT Program includes onsite training programs developed to hire Indigenous women as trainees and apprentices to participate in programs to enhance the qualifications of those individuals for further career development, i.e. Apprenticeship (Designated Trades), Trainees (Non-Designated Trades), and Trainees through natural progression (Support and Service Trades).

The plan included four positions: two electrician apprentice roles, a labourer role, and an administrative role. All positions were filled for the duration of the plan, and no turnover occurred. The OJT participants were provided with meaningful opportunities and practical training that they can carry into new projects and experiences.



SaskPower students explore trades careers in Saskatoon

In November 2024, SaskPower and KISIK Youth Wellness teamed up for the “Experience the Trades” initiative, hosting over 65 high school students from northern Saskatchewan to explore careers in trades and power-related industries. Students from four schools – Churchill Community School (La Ronge), Ministik Community School (Cumberland House), Hector Thiboutot Community School (Sandy Bay), and Buffalo River Dene Nation School (Dillon) – participated in this immersive program designed to spark interest in trades and highlight training pathways.

Activities included tours of the SaskPower Queen Elizabeth Power Plant, where students learned about roles in power engineering, industrial mechanics, and instrumentation. Students engaged in hands-on demonstrations, trying out tasks related to power line technology, metering, and electrical work. Participants left with a deeper understanding of trades careers and a vision for their futures. SaskPower’s commitment to workforce development ensures that opportunities like this will continue to inspire students across the province.



SaskPower Indigenous Customer Care (ICC) Program

The Indigenous Customer Care (ICC) Program at SaskPower is dedicated to addressing the unique needs and challenges faced by Indigenous communities in Saskatchewan. The program aims to create a positive customer experience for Indigenous customers by alleviating common challenges and enabling growth and partnerships. The ICC program focuses on four key streams: energy literacy, community capacity building, internal process re-work, and community.

The Community Power Representative (CPR) role is a crucial part of the ICC program. This role is designed to foster meaningful engagement and support for 15 Indigenous communities with electrically heated buildings. All CPRs are recruited from local communities. The CPR serves as a vital link between SaskPower and Indigenous communities, ensuring that Indigenous voices are heard and their needs are addressed.

The CPRs work to establish and maintain strong relationships with internal and external stakeholders to help identify community challenges. The CPR participates in a mentee-mentor relationship with the SaskPower Indigenous Customer Care Relationship Manager to develop the skills needed to support the community. They also provide technical support to the community to help reduce household power use.

The CPR role has been instrumental in fostering positive relationships between SaskPower and Indigenous communities. By providing employment and training opportunities, the CPR role has helped Indigenous Peoples gain valuable skills and experience, leading to greater economic opportunities and community development.



Section III: Business / Economic partnerships

The TRC Report urges the corporate sector to ensure that Indigenous Peoples receive equitable access to sustainable benefits from economic development. It emphasizes that partnerships must emerge from meaningful consultation and securing free, prior, and informed consent before initiating projects. Members of Electricity Canada have shown engagement with Indigenous communities and are committed to early and ongoing meaningful involvement wherever possible.



BC Hydro provides direct procurement opportunities to Indigenous communities

Guided by its [Indigenous Procurement Policy](#), BC Hydro continues to provide direct procurement opportunities to Indigenous communities in support of their community agreements. Several Indigenous designated businesses have successfully pre-qualified for contracts related to BC Hydro activities, such as civil underground, line services, and vegetation management. The company also offers introductory training to Indigenous businesses to gain an understanding of BC Hydro's procurement, construction and contract management practices. In addition, BC Hydro is also looking at other economic opportunities, including potential for Indigenous ownership of electrical infrastructure such as new radial transmission lines and customer connections.



Capital Power partners with Indigenous communities on power projects

Capital Power has a strategic agreement with Siksika Resource Development Limited (SRDL) to jointly develop power projects on the Siksika Nation Reserve in Alberta. The land provides an excellent opportunity to develop solar, wind and natural gas projects, while providing business and employment opportunities for Siksika Nation-owned companies and members. Capital Power has also partnered with First Nations businesses for the 142 MW Quality Wind Project, where Capital Power undertook extensive discussion with several Indigenous groups regarding its construction located near Tumbler Ridge in northeastern British Columbia. Capital Power used an inclusive procurement process to award six contracts to Indigenous companies, which provided almost 50 per cent of the labour during the first year of construction. Among the Indigenous-owned companies engaged were Duz Cho Construction and Dunneza Ventures, both of which have extensive knowledge of local geotechnical and surface conditions, leading to a significant improvement in road design and erosion, and sediment control methodologies.



Elexicon Energy engages Indigenous partners in transformer construction

Elexicon Energy recently constructed its first ever Municipal Transformer Station and Indigenous partners were vital partners throughout the process. The major project is over six years in the making and over ten Indigenous communities were involved in its completion. The Municipal Transformer Station will provide an energy supply and

connection capacity for renewable energy resources to a community of over 20,000 residences. In the early phases of the project, Indigenous communities participated in the Environmental Assessment specifically around archaeological field work and were instrumental in the report reviewing and commenting process. In later stages of the project, Indigenous communities continued to be vital partners in the project by supplying construction monitors.



Evolugen partners with the 'Namgis First Nation on the Kokish facility

The Kokish facility is located on the traditional lands of the 'Namgis First Nation. Evolgen worked with the 'Namgis to form Kwagis Power LP, a joint partnership that allowed both parties to be equally involved in all aspects of the project, from planning and permitting to construction and operations. Now that the facility is fully commissioned, a portion of the revenue generated by its operations will be directed into a 'Namgis Community Benefit Fund. Approximately 250 people were employed during the two-year construction period (including 12 'Namgis members), with local subcontractors hired to work on-site. Of the total capital cost of approximately \$200 million, about \$30 million was spent locally on heavy industry, food and accommodations.



FortisBC's economic partnerships with First Nation communities

- [Mount Hayes LNG Storage Facility](#) – one of the first equity partnerships with First Nations in Canada, with Stz'uminus First Nation and Cowichan Tribes holding 15% ownership
- [Squamish Nation Environmental Assessment Agreement](#) and Eagle Mountain pipeline – First time Nation has independent regulatory oversight
- Osoyoos Indian Band – [First EV charging station within First Nation community](#)
- Tilbury LNG Storage Facility – Agreement with Musqueam First Nation, [a framework for the Musqueam to acquire equity ownership](#) of the expansion project



Hydro One's equity partnership model

In September 2022, Hydro One announced its new industry-leading equity partnership model with First Nations on new capital transmission line projects with a value exceeding \$100 million. Hydro One's new equity model will offer First Nations a 50 per cent equity stake in all future large scale capital transmission line projects and will transform the benefits of infrastructure development for First Nation communities for generations to come. This announcement followed the signing of an agreement in the spring with eight First Nations represented by Gwayakocchigewin Limited Partnership (GLP) for the Waasigan Transmission Line project. As an example of the new partnership model, this agreement provides the First Nations represented by the GLP with the opportunity to invest in an equity stake in the project. In total, nine First Nations will have the opportunity to invest in 50 per cent of the Waasigan Transmission Line project, which will bolster capacity and support economic growth in northwest Ontario. This model will also apply to the five transmission lines Hydro One is developing in southwest Ontario.



Hydro-Québec forges historic partnership agreements for large-scale wind power projects

For Hydro-Québec, social acceptability is crucial: it lies at the heart of its infrastructure projects. Accordingly, the company is committed to inviting Indigenous communities, municipalities and regional county municipalities to participate as partners in new large-scale infrastructure projects. Built around equitably sharing the benefits of these projects, this approach provides partners with a steady source of independent income that they can invest according to their own needs and priorities. Along with the economic benefits offered, the agreements also provide for partner involvement in project planning and the sharing of expertise.

Four major partnership agreements with Indigenous communities, municipalities and regional county municipalities concerning wind energy projects have been signed since 2024. Together, the Chamouchouane (3,000 MW), Wocawson (1,000 MW), Nutinamu-Chauvin (1,000 MW), Gespe'gewa'gi (6,000 MW), and Wetsok (1500 MW) areas represent some 12,500 MW of potential installed wind power capacity.



Hydro-Québec releases its Strategy for Economic Reconciliation and to Strengthen Relations with First Nations and Inuit

In December 2024, Hydro-Québec published its [Strategy for Economic Reconciliation and to Strengthen Relations with First Nations and Inuit](#). Developed in a spirit of cooperation and dialogue, the strategy aims to fulfil the company's commitments to Indigenous communities in Québec. Hydro-Québec's vision of reconciliation, which is shaped by the discussions held with Indigenous communities and guided by the United Nations Declaration on the Rights of Indigenous Peoples, rests on two primary pillars: addressing the repercussions of the past, and building partnerships based on mutual trust and respect, with a view to ensuring a successful energy transition in Québec.

The strategy's initiatives centre on four main themes: participation and economic benefits; environment, land and resources; labour and employment; and ongoing relations and customer services. Publication of the strategy marks a significant milestone in the company's relations with First Nations and Inuit. While a primary goal is to implement concrete actions that promote the economic, social and cultural development of Indigenous communities, the strategy also aims to make Hydro-Québec more open and inclusive organization for its Indigenous employees, customers, suppliers and partners.



Manitoba Hydro strengthening Indigenous participation through evolving practices

Manitoba Hydro's evolving tendering practices and commitment to relationship-building with contractors and Indigenous communities have resulted in more Indigenous businesses successfully securing open contracts. Transmission contractors increasingly understand that strong Indigenous content is essential to remain competitive. In tenders where Indigenous participation is a weighted criterion, proposals now often include detailed plans for Indigenous employment and business involvement, reflecting a shift toward more inclusive and strategic project planning.

Manitoba Hydro evaluates Indigenous content through several key factors: engagement strategies, partnerships, the value of Indigenous labour, and purchases from Indigenous suppliers. From project planning to construction, there is a consistent effort to promote Indigenous participation.

This approach has strengthened relationships with Indigenous communities, who appreciate direct engagement when projects occur nearby. A notable example is the joint venture between Birdtail Sioux First Nation and Forbes Bros. Inc. This Indigenous-owned partnership has secured multiple open tender contracts and consistently achieved Indigenous employment rates above 40% on Manitoba Hydro projects.



Manitoba Hydro Projects Job Seeker Database

Manitoba Hydro Projects Job Seeker Database is specifically for people from Manitoba Indigenous communities who are interested in work and training opportunities on Manitoba Hydro projects. The database connects candidates with contractors working on generating stations, transmission lines, and other construction related projects.

The database has been successful in assisting Indigenous Manitobans with securing training and employment opportunities on multiple projects. This has helped individuals access long term and meaningful employment and career opportunities on Manitoba Hydro projects.



Manitoba Hydro engages C&N Woodhouse Bros Construction on Bipoles 6 and 7 Transmission Line Restoration

In the summer and fall of 2025, Manitoba Hydro engaged C&N Woodhouse Bros Construction — a 100% Indigenous-owned and operated company based in Pinaymootang First Nation — for critical work on the BP6/BP7 Transmission Project in the Portage la Prairie region. The scope of work included salvaging 12 existing transmission towers and assembling and erecting 27 new steel lattice towers to restore a 13-kilometre section of the 115kV transmission line damaged by a severe ice storm in 2019.

This project marks a significant step in Manitoba Hydro's ongoing commitment to reconciliation through economic inclusion. By prioritizing early and meaningful engagement with Indigenous communities and contractors, Manitoba Hydro continues to foster long-term, mutually beneficial relationships that support community development and capacity building.

Smaller-scale projects such as BP6/BP7 provide valuable opportunities for Indigenous businesses to participate in the maintenance and renewal of Manitoba Hydro's infrastructure. These partnerships reflect a broader organizational commitment to ensure Indigenous perspectives and participation are integrated into all stages of project planning and execution.



NextEra Energy Resources' commitment to advancing meaningful Indigenous participation in Canada's energy future

NextEra Energy Resources, LLC, including its transmission entity NextEra Energy Transmission, is committed to advancing meaningful Indigenous participation in Canada's energy future through early engagement, equity, ownership, and economic inclusion. Building on the successful model implemented through the EastWest Tie Transmission Project constructed in Ontario, in which Indigenous partners hold a direct ownership interest and actively participate in governance, the company continues to champion approaches that create longterm economic and community benefits.

NextEra's projects are designed to incorporate robust Indigenous procurement strategies that prioritize contracting, workforce development, and capacitybuilding opportunities for First Nations and Indigenousowned businesses. They strive to ensure that Indigenous communities share in the economic value created by major transmission investments and play a central role in shaping the grid's future.



Ontario Power Generation's Reconciliation Action Plan to grow Indigenous partnerships

In October 2021, Ontario Power Generation (OPG) released its first Reconciliation Action Plan. The plan will serve as a roadmap for how the company will work with Indigenous and non-Indigenous partners to meaningfully advance reconciliation with Indigenous Peoples. Key to the plan is a commitment to grow OPG's economic impact for Indigenous communities and businesses to \$1 billion by 2031 and to increase the representation of Indigenous employees at all levels of the company. OPG is focused on raising awareness and advancing progress on the commitments under the Reconciliation Action Plan's Economic Empowerment pillar.

In 2022, OPG participated in numerous Indigenous events to network with new businesses and to introduce them to existing suppliers and to our procurement processes and opportunities. The first Indigenous Vendor of Record Request for Proposal (RFP) is in progress and will introduce Tier 1 Indigenous businesses into its existing Renewable Generation (RG) General Contractor pool.



SaskPower Indigenous procurement

SaskPower has an Indigenous Procurement team that actively seeks to increase Indigenous participation in their supply chain, providing economic development and capacity building opportunities. Annual corporate Indigenous spend targets are set and reported on in SaskPower's Corporate Balanced Scorecard.

Since its inception in 2014, SaskPower has spent \$710M with Indigenous businesses and is committed to a goal of spending \$1B with Saskatchewan Indigenous businesses within the ten-year period spanning 2023-2033. Indigenous businesses support SaskPower across a wide breadth of services including civil construction, vegetation management, line construction, electrical and instrumentation, environmental monitoring, advanced metering installations, camp and catering services, and metal fabrication.



Section IV: Capacity building initiatives

The TRC Report also urges the corporate sector to enhance the capacity of Indigenous communities for meaningful engagement and long-term sustainability. Members of Electricity Canada are committed to building capacity and supporting the long-term well-being of Indigenous Peoples.



BC Hydro supports energy conservation and electrification in communities

BC Hydro's Indigenous Energy Management program provides funding, training and other resource support to grid-connected First Nations or Indigenous organizations to hire a designated Energy Manager. The Energy Manager will help plan, implement and evaluate electricity conservation and low carbon electrification-related initiatives. It works closely with these partners to support the planning, management, and implementation of their work plans. Currently, the company is also funding or co-funding six positions; some positions are co-funded with FortisBC where the outcomes support the objectives of both utilities. Additionally, BC Hydro provides funding support for the network of Climate Action Coordinators in off-grid communities through the Coastal First Nations/Great Bear Initiative.



FortisAlberta works to identify community workforce capabilities

FortisAlberta recognizes the need to identify workforce capabilities in each of the Indigenous communities in which we operate (e.g., vegetation management). Once the opportunities are identified, the pre-qualification requirement process will be completed, which then allows the communities the opportunity to be included in the Request for Proposals (RFP) process.



FortisBC's business development and Indigenous inclusion

- Pathways and supports for Indigenous- owned and -affiliated businesses to ensure supply chain diversity
- *Minimum* 5% total annual contracting expenditures for FortisBC major projects to Indigenous-owned and affiliated businesses. 2024 = 25% of total spend
- Business-to-business engagement events
- Support for start-ups, entrepreneurs, and youth



Hydro One works to empower Indigenous-owned businesses

Hydro One is committed to empowering Indigenous-owned businesses to foster an equitable and sustainable economy. To that end, Hydro One partnered with the Canadian Council for Aboriginal Business (CCAB) to empower Indigenous Businesses through the Hydro One Indigenous Entrepreneurship Grant Program. This program aims to further empower Indigenous businesses by awarding 28 recipients with direct financial support. This partnership is a part of Hydro One's commitment to direct 20 per cent of its corporate donations and sponsorships to Indigenous communities and organizations that benefit Indigenous communities. Hydro One is also committed to increasing its Indigenous procurement spend to 5 per cent of the company's purchases of materials and services by 2026.



Hydro-Québec signs a collaborative agreement and electricity supply contracts with Makivvik Corporation

Hydro-Québec and Makivvik Corporation have signed a collaborative agreement aimed at strengthening their economic relations and promoting development in Nunavik. The agreement provides for the development of an action plan tailored to Inuit realities, including the decarbonization of northern villages, and economic and social benefits for Inuit communities.

It also provides for the launch of two wind power projects upon the signing of the first electricity supply contracts. The renewable energy supplied by these projects will meet approximately 60% of the electricity needs of the northern villages of Quaqtaq and Puvirnituq, thus contributing to their decarbonization and improving quality of life. Over a 25-year period, they are expected to save 96 million litres of diesel and reduce greenhouse gas emissions by 253,000 tonnes of CO₂.



Manitoba Hydro transmission line tower assembly workshops

This 2-day workshop consists of classroom training and a hands-on component. During the classroom portion, participants take part in a safety orientation and learn how to read and understand tower drawings in addition to an introduction of common tools and rigging processes. Following completion of the workshop orientation, participants are led by trainers in a hands-on component. Participants gain experience assembling multiple tower components including a peak and wing. Following successful completion of the course, accompanied by a test (100% pass rate), participants receive certificates of completion, recognizing their initial aptitude and experience with tower assembly.



New Brunswick Power works to support meaningful consultations

New Brunswick Power (NB Power) has agreements to support engagement and consultative activities with representatives for New Brunswick First Nation communities. The agreements support the capacity required for meaningful, regular dialogue about proposed activities, construction, and operations by providing funding for jobs and studies. Through regular dialogue, there has been collaboration for improving processes that meet mutual interests, such as environmental impact assessment filing and review, harvesting of materials of cultural value, and education and field monitoring.



Nova Scotia Power Inc. provides capacity funding to enhance Indigenous engagement

Nova Scotia Power Inc. (NSPI) has an annual capacity funding agreement with Kwilmu'kw Maw-klusuaqn, an organization that works on behalf of the Assembly of Nova Scotia Mi'kmaw Chiefs. This funding agreement allows the Mi'kmaq to develop capacity to engage with NSPI about concerns and opportunities related to NSPI projects and operations. NSPI also has a Mi'kmaw bursary program that provides support to Mi'kmaw students pursuing secondary education.



SaskPower promotes Indigenous procurement

Since 2014, Indigenous procurement has resulted in over \$400 million in contracts awarded to Indigenous suppliers. This helps create economic development opportunities for Indigenous communities and businesses across Saskatchewan. Indigenous suppliers address some of SaskPower's most critical service needs. These include, vegetation management, wood pole supply, and wood pole inspection and remediation. Indigenous suppliers provide a wide range of services across the company. In 2022, SaskPower contributed over \$280,000 to Indigenous community partnerships and investment opportunities. Sponsorships were presented to cultural events, northern community initiatives, sport programs, celebrations, and school activities.



Section V: Other initiatives

Along with programs related to education, training, employment, business arrangements, and capacity building, Electricity Canada member companies also pursue various other initiatives to promote Indigenous reconciliation. Below are a few examples of these additional efforts.



BC Hydro works to incorporate the United Nations Declaration on the Rights of Indigenous Peoples

BC Hydro is working with First Nations to incorporate the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) into its business. To help guide its efforts, BC Hydro is developing an UNDRIP Implementation Plan in consultation with First Nations. The goal of this plan is to identify the concrete actions BC Hydro will take to ensure our actions are aligned with UNDRIP.



FortisAlberta works to promote meaningful engagement

When consultation is triggered, FortisAlberta follows the guidelines as per the Alberta Government Policy on Consultation as a minimum standard. The company ensures it understands each of the individual communities' timelines and protocols. This provides FortisAlberta the assurance that enough time is allowed for meaningful engagement with every project. Whenever possible FortisAlberta will accompany the consultation teams to the proposed work sites. This creates a strong relationship between the company and the communities and allows any concerns to be addressed on site.



FortisAlberta raises awareness of residential schools

To create public and tangible accountability to this commitment, FortisAlberta has commissioned benches to be donated to spaces that foster coming together and reflecting upon the truth and impacts of the residential school system. These spaces are dedicated to respecting the intergenerational trauma and effects of colonization that still influence relationships today and will for many years to come.



FortisBC's engagement and collaboration

Meaningful early engagement / project consultations

- Early and ongoing engagement on long-term resource planning with Indigenous Communities of Interest.
- Incident response guided by Indigenous leadership, reinforcing culturally appropriate practices and accountability.

Collaborating on energy futures

- 90% of \$3.3 million in Conservation and Energy Management (CandEM) funding directed to Indigenous initiatives.
- Support includes energy efficiency upgrades and rebates for homes in reserve communities.

Sponsorships

- Minimum of \$215,000 (20% of corporate community investment) allocated to Indigenous programs and partnerships.

Partnerships related to the use of Indigenous traditional knowledge

- Engagement guided by cultural humility and visibility, with senior leaders participating in ceremonies and teachings.
- Indigenous Awareness Training (IAT) for contractors and staff, often delivered by Knowledge Keepers.



Hydro One provides Beausoleil First Nation with additional capacity to power future facilities

Hydro One has been working with Beausoleil First Nation (FN) for over six years to bring 3-phase power to their community. While negotiations have been lengthy and challenging – with concerns raised about the project scope, timelines, and costs – in 2021 the company successfully created a new plan, in close consultation with the community, which gained approval of the Chief and Council. This new installation will provide Beausoleil FN with additional capacity to power future facilities such as a water treatment plant, along with greater reliability against weather-related outages. Hydro One has agreed to cover the costs of enabling internet to the community and recently chose an Indigenous vendor to complete approximately \$1.6 million worth of construction work.

Manitoba Hydro supports Indigenous-led water monitoring activities

The Indigenous Monitoring Stewardship Fund is a Manitoba Hydro initiative that offers funding for locally significant activities that build understanding of the waters and shorelines in Manitoba affected by hydroelectric development. This funding is specifically for Indigenous communities, Indigenous governments, regional Indigenous governance organizations, and tribal councils that have a connection to the waters and shorelines affected by hydroelectric development on the Churchill, Burntwood, Nelson, Saskatchewan, Laurie, and Winnipeg River systems. Eligible projects may receive up to \$125 000 for the proposed work. Funding selections are made annually.



Manitoba Hydro partnership in practice: Indigenous-monitoring at Keeyask

The Keeyask Generation Project integrated both Indigenous and technical sciences into its planning and environmental assessment. The Keeyask Hydropower Limited Partnership—comprising Tataskweyak Cree Nation, War Lake First Nation, York Factory First Nation, Fox Lake Cree Nation, and Manitoba Hydro—established a long-term framework for partner First Nation communities to lead programming that reflects their cultural, environmental, and stewardship priorities. Initiated in 2014, the Aboriginal Traditional Knowledge (ATK) monitoring agreements are a regulatory requirement under the Environment Act Licence and demonstrate a sustained commitment to meaningful Indigenous engagement. ATK teams from each partner community lead seasonal environmental monitoring and mapping, alongside community-based initiatives that promote intergenerational knowledge transfer. These include youth trapping programs, land-based wellness activities, and cultural events supported by Elders and Knowledge Keepers.

Observations and outcomes from both Indigenous and technical science perspectives are shared at the Keeyask Monitoring Advisory Committee (MAC), fostering collaborative dialogue on project effects, environmental changes, mitigation efforts, and adaptive management. After more than a decade of implementation, the ATK program exemplifies how integrating different ways of knowing—Indigenous knowledge and technical science—has strengthened stewardship and contributed to the successful operation and management of Keeyask.



Hydro-Québec supports Indigenous organizations through its donations and sponsorships program

In 2025, 10.7%, or \$2.2 million of the total \$20.6 million Hydro-Québec donations and sponsorships budget, was allocated to 63 Indigenous partners. Through these collaborations, which included 28 new partnerships, the company aims to foster positive and lasting environmental, economic and social change, in line with the three priorities of its Social Responsibility Directive: sustainable development, regional vitality and social inclusion. Support for regional vitality includes partnerships with Indigenous initiatives like the Wapikoni Mobile and the Puvirnituq Snow Festival. Social inclusion, in turn, is reflected in such initiatives as support for organizations that work directly with youth—for example, Refuge Mishuap and the Indigenous Science Fair 2025.



TC Energy establishes an Indigenous Fleet Fueling Initiative

TC Energy has established an Indigenous Fleet Fueling Initiative across Canada to ensure its field employees are aware of and purchase fuel from Indigenous-owned gas stations near TC Energy's assets. The initiative provides a direct benefit to Indigenous communities while generating cost savings for the company on fuel purchases to TC Energy. Within the first year, the initiative has already shown significant increases in Indigenous fuel spend. TC Energy is expanding the initiative into the United States and to include repair services from Indigenous owned repair facilities in Canada and the U.S.

