

TAKING ACTION:

COLLABORATING WITH
INDIGENOUS COMMUNITIES



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Canadian Electricity Association -

Founded in 1891, CEA is the national forum and voice of the evolving electricity business in Canada. The Association contributes to the regional, national, and international success of its members. CEA members generate, transmit and distribute electrical energy to industrial, commercial, residential and institutional customers in all Canadian provinces and territories.

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INTRODUCTION

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Canada is on a path to reconciliation with Indigenous Peoples. Not only have the political, legal and policy landscapes towards recognition of Indigenous rights and renewing relationships between Canada and the First Peoples grown significantly in the last few years, but so has Indigenous inclusion within the electricity sector.

CEA and our members are committed to engaging Indigenous Peoples of Canada to nurture meaningful, long-term relationships and enhance mutually beneficial economic and business opportunities. These engagement efforts go beyond project-specific consultations and are centered on the recognition and respect for the history, uniqueness and traditional ways of Indigenous Peoples from coast-to-coast-to-coast.

In 2016, CEA and its members developed a set of national engagement principles to build more positive, mutually beneficial relationships with the Indigenous communities in which they operate. Canada's electricity sector considers open and transparent engagement with stakeholders and First Nations of paramount importance.

Within this document are several collaborative, community-driven initiatives led by CEA member utilities that respect the rights of Indigenous Peoples and enriches their communities. They draw upon to the Truth and Reconciliation Commission (TRC) Calls to Action.

The TRC report, released in 2015 and fully supported by the Government of Canada, outlines 94 'Calls to Action' urging all levels of government and the corporate sector to work together to change policies and programs in a concerted effort to repair the harm caused by residential schools and move forward with reconciliation. Specifically, Section 92 calls upon the private sector to commit to:

- meaningful consultations;
- respectful relationships;
- providing equitable access to employment and training; and
- educating management and staff on the history of Indigenous Peoples.

Highlighted in the following pages are many examples of how CEA members are successfully collaborating and engaging with government and Indigenous communities in relation to the TRC recommendations.



A MESSAGE FROM THE CEA INDIGENOUS RELATIONS COMMITTEE LEADERSHIP



Andrea Allen, NB Power
Chair, Indigenous
Relations Committee

It is our pleasure to share the following report *Taking Action: Collaborating with Indigenous Communities* as prepared by the members of the Canadian Electricity Association (CEA). We are very proud of this compilation of the most recent efforts and initiatives underway within CEA's broad membership.

Indigenous relations is a topic that is very near and dear to our hearts. Having both sat on CEA's Indigenous Relations Committee for many years, we see firsthand the progressive strides this industry has made, and continues to make, to build a strong and healthier future for all. We can only learn from our shared successes.

The initiatives described in the following report are but a small sampling of the many ways the electricity sector is contributing to Canada's national reconciliation journey; one we continue to re-embark on with every new project.

According to ReNew Canada's 2020 Top 10 Infrastructure Projects list, six of the top ten projects are electricity related, with a total investment of \$64.4 billion. Further, the Conference Board of Canada (CBOC) is estimating that the electricity industry will need to invest roughly \$1.7 trillion by 2050 to ensure a resilient, low carbon energy future.

The unprecedented electricity infrastructure investments that Canada must undertake between now and 2050 represent a tremendous opportunity for all Canadians, but even more so for Indigenous communities. Several years ago, CEA and its member companies collectively formalized their commitment to working in partnership with Indigenous Peoples across the country by adopting a set of national principles. These principles, which were the culmination of dedicated involvement by CEA's Indigenous Relations Committee, outline the importance of nurturing meaningful long-term relationships, enhancing mutually beneficial economic partnerships and business opportunities, and considering Indigenous perspectives in all activities CEA and its members endeavor.

Engaging with Indigenous communities, groups and people is a critical first step for our collective well-being. Through these engagements we not only learn the values, culture and history of the Indigenous Peoples but can also begin to appreciate the need for reconciliation and better inclusion in the Canadian economy.

We are immensely proud of the strides our sector has made in the Indigenous relations field, and we hope you find the following initiatives both informative and inspiring. We encourage you to share with others to further encourage progressive Indigenous relations in our country and beyond.



Wayne Rude, SaskPower
Vice-Chair, Indigenous
Relations Committee

BUILDING POSITIVE AND MUTUALLY BENEFICIAL RELATIONS WITH INDIGENOUS COMMUNITIES

Foreword by JP Gladu, President & CEO, Canadian Council
for Aboriginal Business (CCAB)

I am honoured to write the foreword for this publication highlighting key initiatives, partnerships and related efforts by the Canadian Electricity Association (CEA) and its members to advance Indigenous reconciliation in Canada. I've read with interest this document as well as CEA's National Principles for Engagement of Indigenous Peoples, which supports and guides their members to establish and nurture positive relations with Indigenous communities and businesses across the country.

At the Canadian Council for Aboriginal Business (CCAB), we are driving business opportunities and advancing corporate social responsibility. We offer unique programs and services that help facilitate sustainable relations between First Nations, Inuit and Métis people and the Canadian business sector. CEA and many of its members are also members of CCAB and they are committed to progressive and positive Aboriginal relations. Some are working toward or have achieved certification through CCAB's Progressive Aboriginal Relations (PAR) program, Canada's premiere corporate social responsibility program that helps organizations improve and succeed with a competitive edge toward positive business relations within the Indigenous community.

I am very pleased that CEA and its member companies recognize the importance of Aboriginal business participation in the Canadian economy and are demonstrating their dedication to working across cultures. These are industry leading companies that have committed to progressive, and POSITIVE, Aboriginal relations.

On behalf of CCAB, I applaud the commitments and actions of all CEA members. Through your combined actions, you are building an important pathway to healing Canada's relationship with First Nations, Inuit and Métis peoples.

Miigwetch,



JP Gladu
President & CEO
Canadian Council for Aboriginal Business



EDUCATION INITIATIVES

CEA and our members are committed to finding new ways of engaging and building respectful relationships between Aboriginal and non-Aboriginal Canadians. Section 92 of the TRC Calls to Action specifically notes Indigenous Peoples have equitable access to education opportunities in the corporate sector. It also recommends the corporate sector provides education for management and staff on the history of Aboriginal Peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), Treaties and Aboriginal rights, Indigenous law and Aboriginal-Crown relations.

CEA members offer many educational opportunities for Indigenous Peoples. Various companies are implementing Indigenous-based cultural competency guidelines and training into their corporate framework.



HYDRO ONE SUPPORTS OPPORTUNITIES FOR INDIGENOUS STUDENTS

Hydro One has an established community investment target, which is to increase sponsorship and grant contributions by 16.5% every year. Key eligibility criteria of this programming relate to supporting initiatives geared towards youth, education, recreation and culture. Hydro One is committed to increase Indigenous representation in all levels of its workforce and track progress of such growth. A key action supporting this commitment is to offer scholarship awards to Indigenous students and the possibility of paid work terms. In June 2018, Hydro One partnered with Indspire and signed a 4-year agreement with the objective of leveraging additional support for Indigenous students and increasing Indigenous representation through a Hydro One Indigenous scholarship award program. The \$200,000 program benefits up to 20 Indigenous students every year studying in energy-related academic programs. Also, Hydro One offers the Indigenous Award for Graduate Studies in Public Policy and Administration and provides \$5,000 by recognizing the academic achievement of an Indigenous student entering the Master of Arts in Public Policy and Administration program at Ryerson University. It is awarded to one or two Indigenous students entering the program. Hydro One has also increased the percentage of summer student positions designated to Indigenous students from 10% to 15%.



TRANSALTA PARTNERS WITH ABORIGINAL COMMUNITIES ON EDUCATION

Each year, TransAlta provides \$30,000 in bursaries and scholarships for Indigenous post-secondary students. In addition, TransAlta has partnered with the Banff Centre for Arts and Creativity to facilitate educational opportunities through the Indigenous Leadership Programs, a partnership that has been in existence for almost 40 years. TransAlta's commitment to making education the focus of their relationship-building initiatives is a two-way road, providing opportunities to Indigenous Communities while creating awareness about these Communities and their unique culture to their staff.



ATCO ELECTRIC LAUNCHES INDIGENOUS YOUTH CAREER DEVELOPMENT PROGRAM

In 2018, ATCO launched an innovative Indigenous Youth Leadership & Career Development pilot program for Grade 9 students across Alberta. Through this intensive hands-on experience, students explored a whole new world of local worksites and connected with skilled professionals to learn about employment options and ways to build a career of their own. The program included one-day site tours which allowed students to see a day in a life of Alberta's industries. From power engineering to business administration, these tours visited several workplaces close to their communities and provided new perspectives on the opportunities available after high school.

ATCO SUPPORTS FIRST NATION, INUIT AND MÉTIS STUDENTS ACROSS CANADA

ATCO's Indigenous Education Awards Program provides financial assistance to help Indigenous youth in their quest for higher education. These awards, bursaries and scholarships are given to students who demonstrate leadership capabilities and strive to be role models in their schools and communities. There are three different 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
- Scholarships (\$1,500) – for students enrolled in degree or graduate programs

ATCO also supports the Alberta Future Leaders (AFL) program which uses sports, recreation, arts and leadership activities to help at-risk youth become community leaders and positive role models. This year, ATCO Electric announced a three-year sponsorship of AFL with the Loon River First Nation, where it is hoped that graduates of the program will learn the skills required to lead and continue these programs.



NB POWER PROMOTES LEARNING FOR ALL EMPLOYEES ABOUT FIRST NATIONS

NB Power offers various avenues to employees to build cultural awareness and sensitivity to New Brunswick's Indigenous People. 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 Pow Wows 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 also under development.

NB POWER SUPPORTS EDUCATION RELATED TO CLEAN ENERGY

NB Power has partnered with the province of New Brunswick to sponsor two Indigenous Peoples in a clean energy learning program, an initiative of the Indigenous Clean Energy Social Enterprise, which provides access to tools and resources to help communities move toward clean energy projects. NB Power also funds First Nations participants to take part in Energy Advisor training. With this training, participants gain expertise in energy-efficient homebuilding techniques to improve energy efficiency of homes.



NALCOR ENERGY SUPPORTS INDIGENOUS EDUCATIONAL PROGRAMS

Nalcor, through formalized agreements, agrees to support activities such as career counselling, stay-in-school initiatives, student achievement awards, scholarships and culturally specific programs such as the Southern Inuit Education Program. As well, Nalcor employees and contractors working in Indigenous communities and on Indigenous lands have or will receive cultural awareness training. To date over 5,000 workers on the Lower Churchill project have received Innu cultural awareness training.



SASKPOWER PARTICIPATES IN INDIGENOUS CULTURAL AWARENESS TRAINING SESSIONS

SaskPower participates in training sessions that occur four times per year and cover Treaties, Métis history, Indigenous culture, taxation, duty to consult, governance models, protocols, residential schools and effective relationship building techniques. The outcomes are to foster behavioral and attitudinal change, for employees to have a better understanding of Indigenous Peoples and their unique place in Saskatchewan and Canada's history, their role as partners, and the need for partnerships and inclusive strategies to create a supportive workplace. SaskPower has also made new multi-year commitments to Indigenous education, including a \$280,000 commitment in the next five years to the Renewable Energy in Remote Indigenous Communities consortium and the STEM Pathways Program at the University of Saskatchewan.



TC ENERGY IMPLEMENTS INDIGENOUS DIVERSITY AND INCLUSION STRATEGIES

In the spring of 2019, TC Energy's Board of Directors approved a revised Indigenous Relations Policy, which combines and replaces the Aboriginal Relations Policy and the Native American Relations Policy. The new policy articulates how TC Energy works with Indigenous groups across its operating footprint and emphasizes a consistent, principled approach. The Board also approved an Indigenous Relations Commitment Statement, which demonstrates the importance ascribed to the Indigenous Relations work that TC Energy does every day.

TC Energy further implements an Indigenous Relations Program and Strategy shaped and guided by Indigenous groups. This approach facilitates the planning and implementation of community education and training initiatives in advance of projects to maximize project participation. In 2018, TC Energy's Community Scholarships Program awarded 97 scholarships to Indigenous students across Canada, including Indigenous Legacy Scholarships, Community Leaders Scholarship and Trades Scholarships.



FORTIS ALBERTA EDUCATES EMPLOYEES ON CANADIAN HISTORY

FortisAlberta runs an internal program on Indigenous knowledge that shares Indigenous history and current events in Canada with all new employees as well as interested teams within the organization. FortisAlberta also supports post-secondary education at various institutions within Alberta for students within its service area.



NOVA SCOTIA POWER SUPPORTS MI'KMAQ YOUTH

NS Power provides four \$1,000 bursaries to Mi'kmaq students entering any year of a full time post-secondary education program in Power Engineering, Power Line Technician, Instrumentation Tech, Engineering, Finance, Technology, Business, Marketing & Communication, Environmental Sciences or Law. Bursary recipients may also have the opportunity to participate in a 12-week paid internship at NS Power during their term of study.

NOVA SCOTIA POWER IS EDUCATING EMPLOYEES ON MI'KMAQ HISTORY AND CULTURE

Through workshops, site visits and celebrations, NS Power provides a variety of opportunities for employees to learn about Mi'kmaq history and culture. The programs have provided a greater appreciation of Mi'kmaq culture, heritage and tradition, conveyed the importance of understanding cross-cultural differences and demonstrated the impacts of the Indian Residential School system and call for reconciliation across corporate Canada.

NOVA SCOTIA POWER IMPLEMENTS A DIVERSITY AND INCLUSION STRATEGY

NS Power launched its multi-year Diversity and Inclusion strategy in 2017. The many activities of the strategy fall into the pillars of Education, Celebration, Attraction and Measurement, and progress is linked to the annual business plan. An ever-growing number of employees from across the business volunteer to form a Diversity & Inclusion network embedding the strategy at all levels of the company and helping to guide its direction going forward.



CAPITAL POWER PROVIDES SCHOLARSHIPS TO INDIGENOUS STUDENTS

In British Columbia, Capital Power provides scholarships to members of the McLeod Lake Indian Band, Sauteau First Nations, and West Moberly First Nations. In 2017, the first grants (four annually) were awarded from the Capital Power Scholarship Fund for Haudenosaunee Youth through the Grand River Post-Secondary Education Office. The scholarships focus on supporting students pursuing educational opportunities in environmental studies, engineering or business.



ONTARIO POWER GENERATION (OPG) SUPPORTS INDIGENOUS STUDENTS THROUGH SCHOLARSHIP

Since 1997, the John Wesley Beaver Memorial Awards have been awarded to 44 Indigenous recipients in disciplines related to OPG's business functions (e.g. engineering, biology, finance, environmental studies, Indigenous studies). Award recipients are chosen by OPG's Indigenous Circle of employees and OPG has had success in recruiting recipients as OPG employees after graduation.

OPG also provides financial assistance to help Indigenous students in their quest for higher education. Four different award categories are designed specifically for employment equity target groups, including Indigenous peoples (First Nations, Métis and Inuit):

- University Engineering Award
- Community College -Technician/Technology Award
- Confederation College Negahneewin Incentive Award
- Lakehead University Indigenous Award

OPG EDUCATES EMPLOYEES ABOUT INDIGENOUS CULTURE AND HISTORY

Through the Indigenous Circle and the Indigenous Relations team, OPG hosts two National Indigenous Peoples Day events, one at its Kipling office and the other at one of its nuclear stations. These events offer Indigenous food and provide cultural entertainment and teachings. Approximately 500 OPG staff participated in the 2019 events. In-person staff training to business units and the OPG Board of Directors began in 2017 and continues with positive feedback. Additionally, a Computer Assisted Learning module on Indigenous Relations is in development and will be mandatory for all OPG employees.





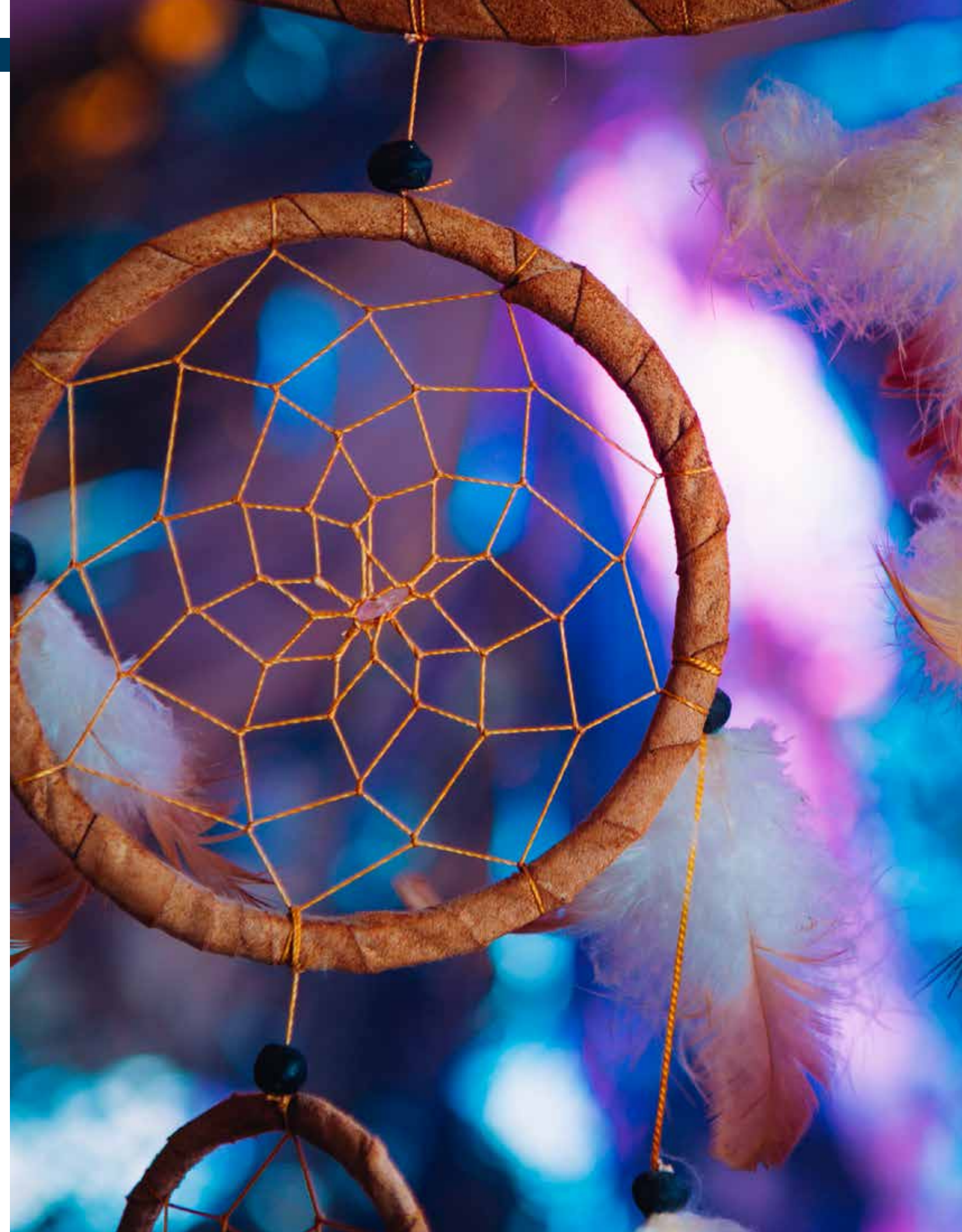
BC HYDRO OFFERS EMPLOYEE CULTURAL AWARENESS TRAINING

As part of advancing reconciliation, BC Hydro offers cultural awareness training to employees as a means to support the expectations laid out in the [Statement of Indigenous Principles](#). BC Hydro offers web-based training to all employees and contractors, as well as an optional four-hour, in-person training facilitated by Indigenous employees. The programs cover the history of Indigenous Peoples in Canada and B.C. highlighting government policies, events and the legal context that has guided the company's approach to Indigenous relations, such as UNDRIP and the TRC Calls to Action. Participants learn how the Statement of Indigenous Principles relates to their role and how to take ownership in building relationships with Indigenous Peoples.

Since the program launched in late 2018, over 1,500 employees have completed the online course and close to 900 have taken the in-person training. BC Hydro is now in the midst of developing a third course in partnership with Indigenous communities that will be delivered to employees working in their respective territories. The curriculum will focus on in-community and experiential learning opportunities.

BC HYDRO PROVIDES EDUCATIONAL FUNDING FOR INDIGENOUS STUDENTS

BC Hydro also provides educational funding for Indigenous students pursuing post-secondary education through its scholarships and bursaries program. Every year, BC Hydro awards over [20 financial grants](#), such as scholarships valued at \$5,000 each and bursaries valued at \$2,000 each, as well as a memorial scholarship valued at \$8,000.





EMPLOYMENT/TRAINING INITIATIVES

The TRC Report also calls on the corporate sector to ensure that Indigenous Peoples have equitable access to jobs and training opportunities to ensure long-term, sustainable benefits from economic development projects. CEA member companies regularly provide employment and training opportunities to local Indigenous communities through scholarship grants, Indigenous-specific job boards and more.



FORTISALBERTA DEVELOPS AN INTERNAL PROTOCOL FOR HIRING ABORIGINAL PEOPLES

FortisAlberta has developed an internal protocol for new and maintenance projects on Aboriginal lands. It requires that an Aboriginal person from the area be hired to work side-by-side with FortisAlberta employees. This helps land owners understand in their own language the work to be done and grant permission for the work when required. FortisAlberta also has an internal Indigenous knowledge program that provides new and current employees information on Indigenous history and current events.



NOVA SCOTIA POWER SPONSORS THE INDIGENOUS LEADERS IN CLEAN ENERGY PROGRAM

In 2018, with support from Emera Newfoundland and Labrador and Nova Scotia Department of Energy, NS Power supported the Indigenous Leaders in Clean Energy program, an initiative of the Indigenous Clean Energy Social Enterprise. The program provides "Indigenous catalysts" with access to tools and resources through workshops, activities and tours, removing barriers and building capacity to help Indigenous communities move clean energy projects forward. NS Power hosted a week-long Clean Energy program in partnership with Acadia First Nation. The week-long program highlighted NS Power's relationship with Acadia First Nation through Mi'kmaq culture, traditions and heritage celebrations, events and activities integrated into program delivery. NS Power, Emera Newfoundland and Labrador, and the Nova Scotia Department of Energy sponsored two Mi'kmaq community members to participate in the three month Catalyst program.



OPG LAUNCHES A PROGRAM TO INCREASE INDIGENOUS PARTICIPATION IN THE NUCLEAR INDUSTRY

Learning from its previous work on hydro-electric projects with First Nations, OPG launched ION (Indigenous Opportunities in Nuclear) in January 2018. ION is designed to increase the number of Indigenous people working in the nuclear industry using the Darlington Nuclear Refurbishment project as a catalyst. The main focus is on roles in the building trades through apprenticeships with OPG and its partnering vendors and unions. Key to ION is OPG's strategic partnership with Kagita Mikam, an Indigenous employment and training organization. With funding received from OPG and the Electrical Power Systems Construction Association, Kagita Mikam has found 13 Indigenous people employment within the nuclear industry and has at least 23 more candidates in various stages of review.



NB POWER STRIVES TO INCREASE INDIGENOUS EMPLOYMENT

NB Power is dedicated to employing First Nations. Working with existing agencies, organizations, programs and communities, NB Power considers Indigenous applicants prior to publicly advertising jobs wherever possible and practical. NB Power is collaborating with like-minded partners to increase Indigenous participation in the labour force. This collective effort focuses on identifying and discussing barriers to employment and training of Indigenous Peoples in New Brunswick and explores how existing programs and services can be better utilized to overcome the barriers. Other employment opportunities for Indigenous Peoples are made possible through capacity agreements with consultative representatives.



NALCOR ENERGY SUPPORTS INDIGENOUS EMPLOYMENT AND TRAINING

Nalcor Energy has provided \$6.9 million in cash and in-kind contributions to the Labrador Aboriginal Training Program (LATP) since 2010. Through the support of LATP, over 1,100 direct and indirect positions related to Nalcor Energy's Lower Churchill Project were filled by Indigenous people. Through the Lower Churchill Project Impact and Benefits agreement with the Innu Nation, a hiring protocol was established that provides first opportunity for employment to qualified members of Innu Nation during the construction phase of the project. Nalcor has also agreed to work with Nunatukavut to develop a strategy to encourage access to employment opportunities as part of a community development agreement with Nunatukavut Community Council.



SASKPOWER'S DIVERSITY AND INCLUSION STRATEGY

The strategy deals with both Diversity and Inclusion programs, metrics, goals and objectives. Within this strategy, there is a recruitment element which has a specific Indigenous recruitment focus.



HYDRO ONE FOCUSES ON INDIGENOUS RECRUITMENT AND RETENTION

Hydro One established Indigenous hiring targets to increase representation of Indigenous employees to 2.48% of the regular workforce by 2019. An Indigenous Network Circle—a group of over 65 Indigenous employees at Hydro One—was created to discuss and propose solutions on how to increase Indigenous relations, recruitment and retention. A dedicated Indigenous Diversity & Inclusion Consultant position was created. Hydro One participates annually in ten Indigenous-focused recruitment events and job fairs and posts relevant positions in major national Indigenous media and job boards. Exit interviews allow Indigenous employees to share what works well, what is more challenging and whether Hydro One should do anything differently. Further, Hydro One created and is offering a Basic Forestry Training Program for First Nations communities, enabling the issuance of fixed price forestry contracts.



MANITOBA HYDRO WORKS WITH FOX LAKE CREE NATION AT KEEWATINOHK CONVERTER STATION

Construction at the Keewatinohk Converter Station, a part of the Bipole III high-voltage transmission project, began in 2013. From the outset, Manitoba Hydro and Fox Lake Cree Nation took a number of steps to promote a positive relationship between the project and the community. In the planning stages Fox Lake was involved in naming the facility; the name Keewatinohk, was selected by Fox Lake members and means “north” in Cree.

As construction began, Fox Lake participated in the project in a number of ways. In addition to employment and on-the-job training opportunities, Fox Lake businesses completed a range of contracts. Most notably, Fox Lake, with its joint-venture partner, has been operating the Keewatinohk Lodge since its opening in 2015. The lodge aims to be a welcoming environment, a home away from home for the 600 workers at the remote site in northern Manitoba. Fox Lake has a strong presence at Keewatinohk: the lodge design incorporated a number of Indigenous cultural elements. All workers on site participate in cultural awareness training offered by Fox Lake. Elders' dinners provide an opportunity for community Elders to visit the site and meet with workers. Also, a community celebration was held to mark the one-millionth Indigenous hour worked on the Project.



TC ENERGY ENGAGES INDIGENOUS COMMUNITIES AND BUSINESSES IN PROJECT OPPORTUNITIES

Engagement allows TC Energy to align community capacity and capabilities with project requirements. TC Energy's Indigenous contracting program designates certain key activities for qualified Indigenous businesses, identifies requirements for general contractors to meaningfully engage with local Indigenous groups and implements rigorous reporting requirements. In 2018, TC Energy generated over \$4.7 million for Indigenous businesses or their joint-venture partners through the purchase of goods, contract services and employment on the Napanee Generating Station.



BC HYDRO SUPPORTS INDIGENOUS CANDIDATES THROUGH EMPLOYMENT AND TRAINING OPPORTUNITIES

BC Hydro's dedicated Indigenous Employment and Training team works throughout the Province of British Columbia to support Indigenous candidates pursuing training and careers with BC Hydro. The team works internally to identify and design training to support access to career paths into the company. In turn, working with Indigenous communities and their members, the team helps to identify skill gaps and specific training or work experience needs to equip potential candidates to compete for a range of job opportunities at BC Hydro or with its contractors.

The team has developed a range of modular training programs that can be offered across B.C. to Indigenous candidates – from career interest exploration and essential workplace skills to more role-specific programs such as customer service or pre-carpentry skills training. The team also offers province-wide programs that incorporate the modular training with extended job shadow or work experience components. [The Try-A-Trade program](#) exposes candidates to several trades over an 8-week job shadow placement across BC Hydro operations. For many capital projects, there are multiple opportunities to work with BC Hydro or its contractors. For example, on the Site C project in North East B.C., BC Hydro and its contractors working on site have consistently employed between 250-400 Indigenous employees across a range of trades and camp operations.





BUSINESS PARTNERSHIPS

The TRC Report recommends that the corporate sector ensure Indigenous Peoples have equitable access to long-term, sustainable benefits from economic development projects. It notes that these partnerships should result from a process of meaningful consultation and obtaining the free, prior and informed consent of Indigenous Peoples before proceeding with projects. CEA member companies have showcased their dedicated engagement and involvement within Indigenous communities and commitment to seek early and ongoing meaningful engagement whenever possible.

Brookfield

BROOKFIELD RENEWABLE'S PARTNERSHIP WITH THE 'NAMGIS FIRST NATION ON THE KOKISH HYDROELECTRIC PROJECT

The Kokish facility is located on the traditional lands of the 'Namgis First Nation. Brookfield 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.



Énergie NB Power

NB POWER ENGAGES WITH INDIGENOUS BUSINESSES AND COMMUNITIES TO INCREASE ECONOMIC GROWTH

Through a competitive process for a community energy program, Locally-Owned Renewable Energy Small Scale (LORESS), three Indigenous projects have been awarded power purchase agreements. Two Indigenous businesses were each awarded 20MW of wind power generation and a third community awarded 3MW of embedded generation. Two First Nations communities are also host to Electric Vehicle Charging Stations in their community gas bars and restaurant centers, some of the first in Atlantic Canada. For maintenance and construction projects and other business initiatives, NB Power facilitates contracting, sub-contracting and employment opportunities with communities and is currently working on strategies to increase Indigenous involvement in procurement opportunities.



HYDRO ONE PRIORITIZES INDIGENOUS BUSINESS IN THE SUPPLY CHAIN

Hydro One's vision is to become the primary business partner to Indigenous communities by 2021 and this vision includes a goal to increase Indigenous procurement by 20% each year. In pursuit of this vision, Hydro One created a Senior Accounting & Financial Analyst / Indigenous Procurement Lead within the Supply Chain Department and has developed a General Indigenous Procurement Procedure and a specific Indigenous Procurement Set Aside Procedure. Indigenous participation evaluation criteria are included in all Requests for Proposals and an Indigenous supplier database is maintained for the purpose of notifying Indigenous suppliers of upcoming business opportunities. In order to facilitate outreach and communication, Hydro One has developed a Guide for Indigenous Businesses on Procurement and a Guide for Indigenous Suppliers and Contractors on Doing Business. In addition, Hydro One organizes and delivers Indigenous Procurement Workshops with Indigenous and non-Indigenous businesses to support the creation of networks and promotes doing business with Indigenous communities at trade shows, on the web and through other media. In 2018, Hydro One was also selected by the Canadian Council for Aboriginal Business (CCAB) as an Indigenous Procurement Champion to further solidifying its growing reputation as a company that provides procurement opportunities to qualified Indigenous businesses.



OPG DEPLOYS A SERIES OF SUCCESSFUL GENERATION DEVELOPMENT PARTNERSHIPS

Building upon the groundwork of strong relationships with Indigenous communities, OPG established the following partnerships:

- Lac Seul First Nation to build the 12MW Lac Seul Generating Station, of which Lac Seul First Nation is a 25% equity partner
- Moose Cree First Nation on the Lower Mattagami River Project, a \$2.6 billion hydroelectric redevelopment project that employed approximately 1,000 Indigenous people over the execution of the project
- Coral Rapids Power, a wholly-owned company of the Taykwa Tagamou Nation, to build the Peter Sutherland Senior Generating Station, a \$300 million project with \$50 million in contracts for Taykwa Tagamou Nation businesses
- Six Nations Development Corporation, a community owned corporation of the Six Nations of the Grand River and the Mississaugas of the Credit First Nation, to build a 44 megawatt solar generation development at the site of the former Nanticoke Thermal Generating Station

OPG has also launched an Indigenous Business Engagement initiative through its Supply Chain group, which ensures bids have been weighted with a minimum 5% Indigenous content.



SASKPOWER INCENTS SUCCESSFUL INDIGENOUS PARTICIPATION IN SUPPLY CHAIN

Since 2012, SaskPower has directly and indirectly procured nearly \$200M in goods and services from Indigenous businesses and communities. In a continuing effort to increase the presence of Indigenous businesses in the supply chain, SaskPower introduced a new corporate metric in 2016-17 that measures the percentage of Saskatchewan-sourced Indigenous procurement relative to total Saskatchewan-sourced procurement. In 2017-18, SaskPower eclipsed this metric's target of 3%, reaching 10.9%. Additionally, SaskPower holds Indigenous procurement sessions specific to Indigenous businesses and broader supplier informational sessions where they inform potential vendors about how they can participate.



CAPITAL POWER PARTNERS WITH INDIGENOUS BUSINESSES

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 Quality Wind Project, whereunder Capital Power undertook extensive discussion with several Indigenous groups regarding construction of the 142MW Quality Wind Project 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 percent 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.



YUKON ENERGY PARTNERS WITH NA-CHO NYAK DUN FIRST NATIONS COMMUNITY

Yukon Energy developed a project agreement for the Mayo B project with the First Nation of Na-Cho Nyak Dun (NND). The agreement outlines economic opportunities for the NND First Nation including priority hiring of qualified NND citizens, a full-time NND liaison for the duration of the project, funding for their participation in environmental studies and review of the study results and proposed mitigation. In addition, Yukon Energy provided funding for a legacy benefit that comprised of the construction of a new store in the community that will be owned and operated by the First Nation. The Project Agreement also allows for the NND to make an investment in the project, therefore allowing them to become financial partners with Yukon Energy.



NOVA SCOTIA POWER IS BUILDING RELATIONSHIPS WITH THE MI'KMAQ OF NOVA SCOTIA

Through agreements with Mi'kmaq communities and the Assembly of Nova Scotia Mi'kmaq Chiefs, Nova Scotia Power continues to build relationships based on mutual respect, understanding and collaboration. The agreements promote training, employment and provide the opportunity for communities to build capacity and meaningfully participate in NS Power projects.

NOVA SCOTIA POWER AND CLEAN FOUNDATION SIGN MOU WITH GLOOSCAP FIRST NATION FOR AN ENERGY EFFICIENCY PROGRAM

NS Power, Clean Foundation and Glooscap First Nation signed an MOU to develop a community clean energy program in 2018. This partnership focuses on strengthening residential energy efficiency, providing education and building capacity among local contractors and staff while engaging community members regarding energy conservation. The program is tailored to the community's needs and goals in energy efficiency focusing on assessing their residential and commercial buildings and providing retrofits.



NALCOR ENERGY AIMS TO PROVIDE OPPORTUNITIES FOR INDIGENOUS BUSINESSES

Through the Lower Churchill Project Impact and Benefits agreement with Innu Nation, Nalcor has agreed to assist Innu and Innu communities to benefit from business opportunities associated with the project. Initiatives include business participation targets, first bid opportunities on specific work scopes, and targeted supplier information sessions and support. As per the Nunatukavut Community development agreement, Nalcor encourages business opportunities by providing supplier information workshops regarding tendering procedures and working collaboratively to identify opportunities for knowledge and technology transfer. Newfoundland & Labrador Hydro, a subsidiary of Nalcor Energy, is currently partnering with the Nunatsiut Government in the submission of a proposal for a remote micro grid for the community of Nain.



BC HYDRO CREATES DIRECTED PROCUREMENT OPPORTUNITIES FOR INDIGENOUS COMMUNITIES

Working together to build relationships that respect Indigenous Peoples' interests is important to BC Hydro. One way they are supporting the long-term economic interests of Indigenous Peoples in British Columbia is by committing to directed procurement opportunities for the benefit of Indigenous communities in support of their relationship agreements, impact benefit agreements and other arrangements with Indigenous groups. To achieve this goal, BC Hydro has created the Indigenous Contract and Procurement Policy, which is guided by their Statement of Indigenous Principles.

Over \$390 million in procurement opportunities have been provided to Indigenous businesses on the Site C Clean Energy Project, for scopes of work including clearing, site preparation, roads and bridges, safety and security, and more. In the Lower Mainland, BC Hydro saw success with Musqueam in 2018 when they upgraded the aging Camosun Substation located near the University of British Columbia. Musqueam's businesses worked on a number of contracts to complete the project. This project served as a pivotal moment in their relationship and created a strong shared future through the economic benefits identified together. In just a few years, Musqueam's business partnerships grew from just a handful to over 30 partnerships, increasing their potential for future economic development. Jay Mearns from Musqueam Capital Corporation has described the project as an example of reconciliation at work.

Providing opportunities to Indigenous businesses to successfully deliver BC hydro's projects means communities are receiving tangible benefits, such as jobs for members, potential for business growth, funding for their communities, and valuable and transferrable work experience.





CAPACITY BUILDING INITIATIVES

In addition to the previously listed Indigenous engagement examples, CEA member companies also embark in Indigenous relationship building, investments and principles that transverse across business, education and employment opportunities.



TC ENERGY SUPPORTS LOCAL INDIGENOUS GROUPS

TC Energy focuses its Community Investment Program efforts on addressing community-driven needs to help build community capacity, keep communities safe, support a talented workforce, and protect and enhance the environment. For example, in 2018 TC Energy supported the Anishinabek Nation Seventh Generation Charities which provides funding to help create educated, healthy and culturally enriched citizens that will continue to grow a stable, strong and prosperous Anishinabek Nation.



MASTER AGREEMENT BETWEEN SASKPOWER AND FIRST NATIONS POWER AUTHORITY FACILITATES COLLABORATION TO ADVANCE FIRST NATIONS INTEREST IN POWER GENERATION PROJECTS

Recent agreements include a 20MW flare-gas project which will involve the Flying Dust First Nation and a 20MW Solar Opportunity Agreement that will see the George Gordon and Starblanket First Nations (10MW) and Cowessess First Nation (10MW) participating in significant new solar generation ventures.



NB POWER HAS LONG-TERM AGREEMENTS WITH CONSULTATIVE REPRESENTATIVES

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.



BC HYDRO SEEKS INPUT AND COLLABORATION FROM LOCAL COMMUNITIES

Engaging with Indigenous Peoples goes beyond keeping local communities updated on BC Hydro's projects. For example, on the Site C project, BC Hydro has established an Environmental Forum to seek input and collaborate with Indigenous groups on planning and implementing mitigation and monitoring for fish and wildlife. The Cultural and Heritage Resources Committee brings together members from B.C. and Alberta communities impacted by the Site C Project to discuss mitigation measures for culture and heritage. The Committee oversees and participates in initiatives which showcase the unique culture of Indigenous groups in the Peace River Valley.

Recently, the Committee has been working to develop videos interviewing key community members to tell the story of the past, present and future of their people. This project will allow viewers across many audiences to hear directly from those impacted and will be shared with Indigenous communities, BC Hydro employees, contractors and the general public. The Committee is also pursuing a traveling exhibit which will provide education on the Indigenous culture and heritage of the Peace River Valley through visuals and an artifacts display as it moves to different communities.

BC HYDRO DEVELOPS NETWORK TO BEST SUPPORT INDIGENOUS EMPLOYEES

The RAIN Network is an internal network of Indigenous employees established in 2012. The network engages all self-identified Indigenous employees, including First Nations, Metis and Inuit, on how the employee network can best support all Indigenous employees working at BC Hydro throughout the province. The group collaborates to share their experiences and provide guidance on how to build awareness of Indigenous history and culture within BC Hydro. RAIN directly assists with internal capacity building by connecting new Indigenous employees as buddies or profiling Indigenous employees that can support and inspire their BC Hydro coworkers. The group serves to support the organization in navigating cultural challenges and breaking down systemic barriers.



OPG BUILDS CAPACITY THROUGH GRASS ROOTS INITIATIVES

In 2018, OPG's Corporate Citizenship Program (CCP) provided key funding towards 90 youth programs that were related to science, engineering, literacy, mentoring and culture. Examples of funded projects include the Youth Engineering and Science camps, the Reading Is Cool summer program, the annual Indspire Awards and its career fair, and the Little NHL hockey tournament. OPG's Northeast Operations also provided capacity funding for a micro hatchery at the Mattagami First Nation's Mary Jane Memorial Elementary School, which provided the opportunity for students to observe thousands of walleye eggs as they hatched into fry. Also, OPG's Northwest Operations provided capacity funding for Sand Point First Nation's annual back pack program. Each child is provided with a backpack filled with school supplies. OPG also provided capacity funding to the Mohawk Council of Akwesasne through the Joint Implementation Team for a Liaison position to support the return of islands to the community.



TEAMING UP FOR SAFETY

For the Cree community of Chisasibi, emergency preparedness is a serious matter. As such, dedicated human capital is invested for the well-being of the community. Hydro-Québec and Indigenous Services Canada work closely with the Council of the Cree Nation of Chisasibi to develop, update and maintain the community's emergency measures plan. Although the probability of a dam failure is very low, it remains a concern for the members of the community. Dam safety is undoubtedly an important matter, but the emergency plan must cover all contingencies that could impact the community, in accordance to their probability, and set out the means to address them and the restoration process.

The Hydro-Québec-Chisasibi Emergency Preparedness Sub-committee implemented a communications plan to demystify dam safety at Hydro-Québec and explain all the work done by engineers, technicians and inspectors to ensure the solidity and stability of the structures and their constant monitoring. Raising awareness among local authorities and the public will help focus efforts on the elements required for adequate preparedness to face all risks. The sub-committee's work includes the production of videos on this topic, the creation of detailed emergency charts and participation in table-top simulations. This productive collaboration facilitates a common understanding of challenges and of each organization's responsibilities.

THE SUCCESS OF A CULTURAL ENCOUNTER

A strong partnership with the Crees of Eeyou Istchee helped Hydro-Québec welcome close to 140 Cree employees at their facilities in Baie-James. Signed in 2002, alongside the Paix des Braves, the Cree Employment Agreement – Apatisiwin Niskamoon reiterated the employment goals covered in previous agreements and added the means for achieving them and the responsibilities of each party. The training of candidates was assigned to the Cree partners (Niskamoon Corporation), while Hydro-Québec was in charge of implementing an integration program, which included training sessions, a coaching network and follow-up mechanisms. Today, close to 100 Cree employees still work as power system electricians or mechanics, and automation or telecommunications technicians. A number of measures are in place to ensure that these employees advance within the company and to encourage two-way exchanges of cultural knowledge.



HYDRO ONE STRENGTHENS RELATIONSHIPS WITH COMMUNITIES

Hydro One has developed a number of tools to facilitate proper consultation, including a standard engagement and consultation protocol/MOU with Indigenous communities and a project risk assessment guide to help determine engagement and consultation requirements. In addition, engagement sessions are offered to Indigenous communities in order to strengthen Hydro One's relationship with the 88 First Nations communities they serve, listen to key energy transmission and distribution concerns, and find solutions to move forward together. Hydro One employees at all levels are offered ongoing Indigenous cultural awareness workshops both in-class and online: over 300 management and staff completed new Indigenous Cultural Awareness Training (mix of both on-line & in-class) in 2017 and 2018, with a plan to continue offering this training in 2019. First Nation communities in development/implementation of their Community Energy Plans are provided ongoing technical expertise and support from Hydro One. Hydro One is a certified bronze level company under the Canadian Council for Aboriginal Business's Progressive Aboriginal Relations Program.



NOVA SCOTIA POWER BUILDING RELATIONSHIPS WITH MI'KMAQ COMMUNITIES

Through consistent engagement and communication, NS Power is working with Mi'kmaq communities to build meaningful relationships. NS Power recognizes and respects Mi'kmaq culture, heritage and traditions in Nova Scotia and the importance of celebrations, events and activities. NS Power provides support for, and attends, cultural events and activities in Mi'kmaq communities across the Province including summer games, pow wows, conferences, Elders gatherings, cultural celebrations and sacred ceremonies.

NOVA SCOTIA POWER AND KWILMU'KW MAW-KLUSUAQN NEGOTIATION OFFICE (KMKNO) HOST MI'KMAQ COMMUNITY OPEN HOUSES ACROSS NOVA SCOTIA

Conducted in 2018 in partnership with KMKNO, the open house series continued NS Power's efforts in building and maintaining relationships with Mi'kmaq communities across Nova Scotia. Each session was formatted for interactive opportunities for community member one-on-one discussion, understanding Mi'kmaq areas of interest and exploring topics such as energy efficiency, clean renewable energy development, employment, and updates on NS Power projects and activities. This forum provided NS Power with valuable indicators to further develop relationships with Mi'kmaq communities in the future.





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