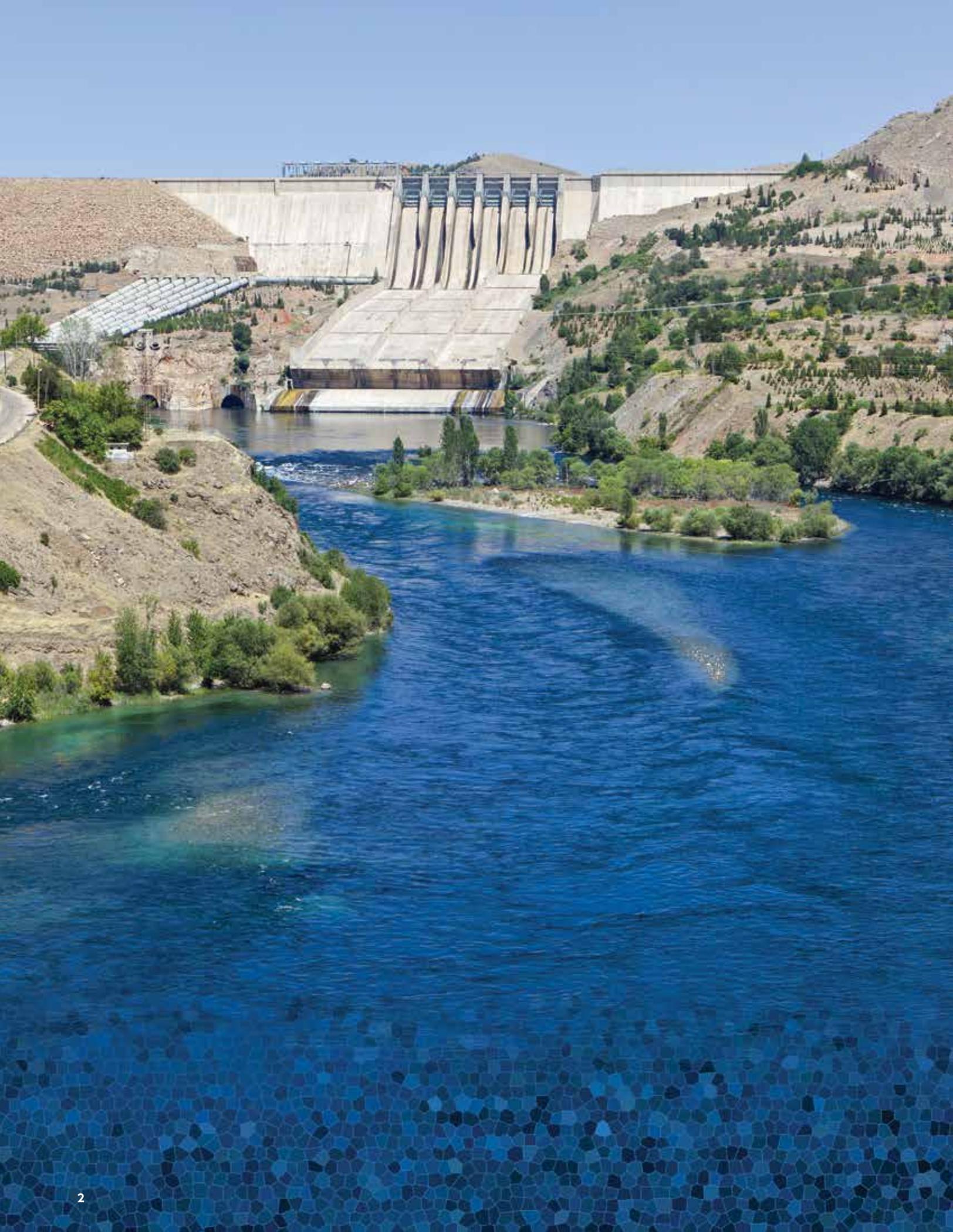


PATHS FORWARD

HYDROPOWER AND ABORIGINAL
RELATIONSHIPS ACROSS CANADA



Canadian Hydropower
Association
Association canadienne
de l'hydroélectricité



PATHS FORWARD

Communities and customers across Canada demand clean, renewable, reliable and affordable electricity. Hydropower delivers and can do even more, but one thing is clear; projects must benefit their host communities and respect the rights and interests of Aboriginal people.

Every hydropower project is unique. Each is custom built and tailored to the particular ecology, hydrology, topography and geology of its surroundings. Even more importantly though, hydro projects must meet the many different needs of the people they serve.

Paths Forward: Hydropower and Aboriginal Relationships Across Canada is a collection of stories from Canadian Hydropower Association members describing recent projects or initiatives that have progressed based on respectful relationships. While this document is not a complete compilation of the many different collaborative initiatives underway across the country, it provides compelling examples and demonstrates a positive trend toward greater cooperation in hydropower development.

By highlighting these stories, hydropower developers hope to demonstrate that an approach focused on relationship building is happening nationwide. Success in these efforts is no longer limited to few communities or regions. Through this document, we are gathering and communicating illustrations of cooperation that are happening across Canada.

Make no mistake. While the hydropower industry is excited to share these stories, no one takes the relationships that have been built for granted. All the examples here are the product of constant communication and hard work from everyone involved.

The Canadian industry understands that accepting a hydropower project, despite its potential benefits, is a difficult choice. Changes to the land and its traditional use are critical issues for Aboriginal people. The relationships described in these pages will continue to evolve along with expectations and definitions of success. We believe though, that if everyone maintains the spirit of respect and cooperation established through these examples, mutual benefit and progress will be maintained.

These stories demonstrate that improving relationships between hydro projects and Aboriginal people is a Canadian phenomenon that is being realized at the local level. They were prepared by Canadian Hydropower Association members in consultation with representatives of Aboriginal communities with whom they are building relationships. They represent a hydropower industry account of current projects and relationships and do not claim or seek to be definitive. The stories are offered in the spirit of sharing lessons learned while encouraging ongoing positive interaction.

The Canadian Hydropower Association looks forward to updating these stories and adding more as relations between hydropower and Aboriginal people continue to grow. We hope you find *Paths Forward: Hydropower and Aboriginal Relationships Across Canada* informative and inspiring. Most of all, we hope you share it with others.



Jacob Irving
President
Canadian Hydropower Association



CELEBRATING SUCCESSSES

Equitable partnerships and cultural understanding are changing the landscape of doing resource business development across Canada today.

All Canadians need to understand the extraordinary opportunities being undertaken by Aboriginal communities and hydropower developers.

Aboriginal communities are participating in building and enhancing hydro power projects that will supply the much needed power that will fuel tomorrow's prosperity. Understanding the environmental, cultural and social concerns as well as the business aspirations of Aboriginal communities is opening the door to development while building new understanding and cooperation from the grass roots to the boardroom.

The Canadian Council for Aboriginal Business (CCAB) through its Progressive Aboriginal Relations (PAR) program is a 21st Century blueprint for building better relations and helping corporate business Canada understand how to work with Aboriginal business leaders and communities.

The Canadian Hydropower Association (CHA) in sharing the stories of public and private utility participation is moving forward a new model for business success and certainty.

We must embrace the concept of our Aboriginal businesses and communities celebrating their successes. The CCAB applauds the work of the CHA in taking the initiative to inform all Canadians that Aboriginal business in Canada is a strong partner at the table, negotiating the future while preserving their culture, the environment and their way of life.

J.P Gladu
President and CEO
Canadian Council for Aboriginal Business



A SUSTAINABLE DIRECTION FOR COMMUNITY AND ENVIRONMENT

Eastmain 1A/Sarcelle/Rupert Project:
Cree of Québec

Northern Québec



SHARED SUCCESSES

- Built dikes and canals to improve water flow, ensuring that the project flooded only a minimal land area.
- Incorporated a substantial ecological in-stream flow and a series of weirs in the river to protect biological diversity, preserve the landscape and maintain navigation.
- Signed the 2002 Boumhounan Agreement between the Cree of Québec and Hydro-Québec, establishing an extensive participation program built around consultation with Cree stakeholders.
- Awarded more than \$800 million in contracts to Cree companies.

Hydro-Québec launched the Eastmain 1A/Sarcelle Rupert Project to partially divert the Rupert River's flow northward. Their goal was to increase generating capacity and build two new powerhouses: Eastmain-1-A, with an installed capacity of 768 megawatts; and Sarcelle, with an installed capacity of 150 megawatts. But Hydro-Québec's commercial interests never interfered with their interest in preserving the surrounding environment and respecting the host communities.

Right from the design stage, Eastmain 1A/Sarcelle/Rupert incorporated many environmental protection measures, reflecting the Cree traditional knowledge of the community members they consulted. The Cree of Québec were involved in all stages of the project, ensuring they had a voice in how their land would be impacted.

After considering input from Cree community members, Hydro-Québec determined that a combination of dikes and canals was necessary to improve water flow. In this way, they ensured that the project, which diverts 71% of the river, flooded only a minimal land area. They also incorporated a substantial ecological in-stream flow and a series of weirs in the river to protect biological diversity, preserve the landscape, and maintain navigation and other activities in the area. Hydro-Québec also signed an unprecedented water management Agreement with the Cree to ensure that the modulation of the ecological in-stream flow was managed in a cooperative manner.

In addition to helping preserve the local environment, Hydro-Québec was committed to bringing growth opportunities to the Cree of Québec. They wanted to do more than minimize environmental impact; the electricity generator wanted community members to see positive gains from the Eastmain 1A project.

In 2002, the Cree of Québec and Hydro-Québec signed the Boumhounan Agreement. The agreement put in place an extensive participation program built around information and consultation with Cree stakeholders. It also made funds available for the Cree to finance fisheries, capacity building and traditional activities projects.

Throughout project construction, which began in 2007, more than \$800 million in contracts were awarded to Cree companies. When Eastmain 1A was completed in 2014, the Cree and Hydro-Québec signed the Reappropriation Agreement, giving Cree land users the necessary support to maintain their traditional activities as long as the Rupert River diversion is in operation.



CREATING OPPORTUNITY THROUGH COLLABORATION AND COMMUNICATION

Kokish River Hydroelectric Project:
'Namgis First Nation

Vancouver Island, B.C.



SHARED SUCCESSES

- **Developed a trusted and lasting partnership between the 'Namgis First Nation and Brookfield Renewable Energy Partners.**
- **Established the 'Namgis First Nation as an equity partner in the project, enabling them to share the economic benefits derived from their land.**
- **Directed a portion of the project's annual revenue to a 'Namgis Community Benefit Fund, providing healthcare, education and cultural services.**
- **Enabled the 'Namgis to safeguard North Vancouver Island's ecosystem while benefiting from high-quality jobs over the next 40 years.**

One of the primary goals behind the Kokish River Hydroelectric Project was to help the 'Namgis First Nation build equity in the 45-megawatt run of river that flows through core 'Namgis territory. The hydroelectric facility is located on northeastern Vancouver Island, near Alert Bay on Cormorant Island, where most of the more than 1,700 'Namgis community members live.

The project is owned and managed by Kwagis Power, a limited partnership between the 'Namgis First Nation and Brookfield Renewable Energy Partners. From the beginning, the partnership has been based on well-aligned mutual values, reflecting a strong respect for environment, culture and sound management practices.

Throughout the construction phase, which ran from 2012 to 2014, Brookfield Renewable was responsible for design, construction, financing, operations and maintenance; the 'Namgis First Nation was a key partner in project scoping, environmental assessment, decision-making, permitting and monitoring.

As an equity partner in the project, the 'Namgis will share in the economic benefits derived from their land. Since beginning operations in 2014, the Kokish River hydroelectric facility has produced electricity for sale to BC Hydro, under a 40-year Electricity Purchase Agreement. A portion of its annual revenue will be directed to a 'Namgis Community Benefit Fund, which will provide healthcare, education and cultural services, as well as financial support for other economic development activities within the community.

By entering into this long-term partnership agreement with Brookfield Renewable, the 'Namgis has secured an active role in a sustainable, mutually beneficial energy initiative. The project will enable the First Nation to monitor their corporate partner's performance, while safeguarding North Vancouver Island's ecosystem and benefiting from high-quality jobs over the next 40 years.



Coanda intake with fish ladder



Powerhouse - 4x6 jet vertical shaft pelton turbines



RESPECT AND RECIPROCALITY MAKE FOR BEST PRACTICES

Lower Mattagami River Project:
Moose Cree First Nation

Northern Ontario



“REACHING AN AGREEMENT INVOLVED A LOT OF EDUCATION ON BOTH SIDES. THE MOOSE CREE HAD TO LEARN ABOUT THE HYDROELECTRICITY TRADE, AND IN TURN OPG HAD TO LEARN ABOUT OUR CULTURE AND HOW WE LIVE AS A PEOPLE.”

– Norm Hardisty Jr., Chief of Moose Cree First Nation

“I AM GRATEFUL FOR THE OPPORTUNITY THAT MOOSE CREE FIRST NATION GAVE ME. WHEN YOU WANT SOMETHING IN LIFE YOU WORK HARD EVERYDAY TO ACHIEVE YOUR GOALS. NEVER STOP LEARNING. THERE IS A BRIGHT FUTURE FOR FIRST NATIONS YOUTH WITH ALL THESE OPPORTUNITIES. BELIEVE IN YOURSELF AND YOU WILL SUCCEED.”

– James Pasquach, MCFN Member, Reinforcing Rodworkers/Ironworkers Union Local 759

SHARED SUCCESSES

- **Reduced environmental impacts along the Mattagami River by adding 438 megawatts of new hydro capacity without creating new dams on other rivers.**
- **Launched a series of environmental initiatives, including the Lower Mattagami River Project Environmental Working Group.**
- **Established Moose Cree First Nation as a 25 per cent equity shareholder, bringing them significant economic gains from the \$2.6 billion project.**
- **Employed, at peak 1,800 people, including over 250 First Nation and Métis people.**

A significant portion of Moose Cree First Nation is located on the serene Moose River in Northern Ontario. When Ontario Power Generation (OPG) planned to produce cleaner, renewable electricity by adding six generating units on the Mattagami River, in the Moose River Basin, they knew it was essential to involve the Moose Cree.

The Lower Mattagami River Project was approved in 1994, after undergoing a provincial environmental assessment started in the 1980s. Construction began in 2010; today, all six new generating units are operating, ahead of schedule and on budget.

Through close collaboration with Moose Cree First Nation, OPG was able to add 438 megawatts of new hydro capacity without creating new dams on other rivers. As a result, the Lower Mattagami River Project greatly reduced the environmental impacts typically caused by new developments.

Some of the project's special environmental initiatives included:

- A Traditional Ecological Knowledge component of the comprehensive study report, created jointly by Moose Cree and OPG as part of the federal environmental assessment;
- A collaborative process between Moose Cree, OPG, Taykwa Tagamou Nation and all major contractors to review construction/operational permits;
- The Mattagami Extensions Coordinating Committee (MECC), formed by Moose Cree and OPG, as well as Taykwa Tagamou Nation and MoCreebec, to ensure that all terms and conditions of the environmental assessment approval for the Lower Mattagami River Project were met;
- A joint effort between Moose Cree and OPG to identify potential fisheries enhancement measures within the Moose River Basin; and

- The Lower Mattagami River Project Environmental Working Group, created by Moose Cree, OPG and Taykwa Tagamou.

Moose Cree and OPG also formed a Cultural Working Group to develop cultural projects. Their efforts include a Moose Cree dictionary, which provides both the syllabic and alphabetic versions of approximately 6,000 words; and the Shapituan Shelter, which is located at the Cree Cultural Interpretative Centre on Moose Factory Island and is used year-round for cultural teachings.

THE POWER OF OPPORTUNITY

As a 25 per cent equity shareholder in the six new generating units, Moose Cree First Nation has seen significant economic gains from the \$2.6 billion Lower Mattagami River Project. They have also benefited from more than \$300 million in contracting opportunities, including catering, security, surveying, electrical work, road construction and transportation.

Employment has been an integral part of the Lower Mattagami River Project. Its Sibi training-to-employment initiative has helped reach more than 450 person years of employment for Aboriginal community members – far beyond its required 200 person years. The project employed at peak 1,800 people including over 250 First Nation and Métis people.

Based on the tremendous success of the Lower Mattagami River Project, OPG continues to pursue prospective economic partnerships with First Nations and Métis communities. The goal is to carry out long-term commercial projects that respect the land and the rights of First Nations and Métis people, and that are fair and profitable to all involved.

DEVELOPING TRUST, GAINING MOMENTUM

**Kischi Sipi Namao:
Tataskweyak Cree Nation, War Lake First Nation,
York Factory First Nation, Fox Lake Cree Nation,
Shamattawa First Nation
Northern Manitoba**

“STURGEON IS ONE OF THE MOST HIGHLY REGARDED BEINGS AND HAS SPIRITUAL SIGNIFICANCE IN THE CREE CULTURE. OUR INTEREST HAS ALWAYS BEEN THE PROTECTION OF STURGEON FOR FUTURE GENERATIONS.”

– Chief Betsy Kennedy, War Lake First Nation



SHARED SUCCESSES

- Formed the Kischi Sipi Namao committee, providing a forum for local First Nations communities and Manitoba Hydro to work collaboratively on regional stewardship activities for the protection and enhancement of Lake Sturgeon populations along the lower Nelson River from the Kelsey Generating Station to Hudson Bay, including reaches of the Hayes, Gods and Echoing rivers.
- Solidified the committee's existence for a 20-year term, with provisions for renewal.
- Established a community-led, collaborative structure, ensuring that Aboriginal traditional knowledge will continue to be incorporated into the protection and enhancement of local Lake Sturgeon populations.

Lake sturgeon populations in Manitoba have been adversely affected by a variety of factors including historical commercial overfishing, hydro dam construction without Lake Sturgeon mitigation and by ongoing management of the Nelson River system for production of hydro-electricity. Lake sturgeon is an important species for Aboriginal people, in that First Nations have a significant historical and cultural relationship with the species in the Nelson River.

Manitoba Hydro together with York Factory First Nation, Fox Lake Cree Nation, Tataskweyak Cree Nation, War Lake First Nation and Shamattawa First Nation, and the Keeyask Hydropower Limited Partnership (a limited partnership between Manitoba Hydro and four of the Cree Nations to build and operate the Keeyask Generation Project) recognize the shared use of the water resources of the Lower Nelson River and the responsibility to protect and enhance sturgeon populations. This responsibility took the form of Kischi Sipi Namao (originally called the Lower Nelson River Sturgeon Stewardship Committee).

Established in 2013, the committee meets bi-monthly and provides a forum for all parties to work collaboratively on regional stewardship activities. Their work includes research and

monitoring activities to protect and enhance Lake Sturgeon populations along the lower Nelson River, from the Kelsey Generating Station to Hudson Bay, including reaches of the Hayes, Gods and Echoing rivers.

Kischi Sipi Namao's current Chair is from Fox Lake Cree Nation, and the Vice-Chair is from York Factory First Nation. The committee uses consensus decision-making whenever possible, relying on voting only when an agreement can't be reached through discussion. Manitoba Conservation and Water Stewardship also participates in the committee as a non-voting member.

Kischi Sipi Namao will be in place for 20 years, with provisions for renewal at the end of the 20-year term. The committee complements the work of the Nelson River Sturgeon Board, which is focused on the upper reach of the Nelson River, upstream of the Kelsey Generating Station. Its community-led, collaborative structure means that Aboriginal traditional knowledge will continue to be incorporated into the important work of protecting and enhancing Lake Sturgeon populations in the region.



A POWERFUL COLLABORATION

**Mica Construction Camp:
Secwepemc First Nation**

South-Central B.C.



SHARED SUCCESSES

- Established a 400-person construction camp that continues to maintain a 65% First Nations employment target.
- Providing more than \$2 million annually in salaries that are reinvested in the local economy.
- Provided an opportunity for the Secwepemc First Nation to put a foothold in the regional economy and demonstrate their culture and uses of the land within their territory.
- Was awarded Outstanding Achievement in the Aboriginal Joint Venture Business of the Year category at the 2014 British Columbia Aboriginal Business Awards.

Mica Construction Camp is one of the largest tendered contracts ever awarded by BC Hydro to a First Nations joint venture. Last year, the collaboration between Secwepemc First Nation and BC Hydro proved to be an undeniable success; At the 2014 British Columbia Aboriginal Business Awards, Mica Construction Camp was awarded Outstanding Achievement in the Aboriginal Joint Venture Business of the Year category.

The project was built in 2011, after BC Hydro decided to invest nearly \$800 million to expand and upgrade the Mica Generating Station, ensuring that B.C.'s electricity needs continue to be met. They are adding two new generating units that will each provide approximately 500 megawatts of additional capacity to the station, which previously had a capacity of 1,805 megawatts. BC Hydro is also replacing aging high-voltage switchgear equipment at the facility, and installing additional equipment to support the new generating units.

Such an ambitious undertaking made it necessary to set up a temporary 400-person construction camp near the Columbia River-based station. Known as Chief Kinbasket Lodge, the camp was built and is operated by Secwepemc Camp and Catering, a collaboration between the Adams Lake, Neskonlith and Splatshin First Nations, and Horizon North Camp and Catering LP.

Since operations began at Mica Construction Camp, the project has maintained a 65% First Nations employment target. This includes 50% hiring from Secwepemc Bands – Adams Lake, Neskonlith and Splatshin – as well as 15% from surrounding First Nations communities. The project represents more than \$2 million annually in salaries that are reinvested in the local economy..

REWARDING EXPERIENCE

Mica Construction Camp has enabled the Secwepemc community to put a foothold in the regional economy, taking advantage of employment as well as business investment opportunities. More than that, the project has provided an opportunity to demonstrate their culture and uses of the land within their territory.

“I have been working for SCC for going on three years now,” said Sweet Water Meldrum, from the Adams Lake Band and Mica Camp employee. “I’m glad to say that this has been an awesome adventure. I have made some new friends working with the company. I believe working here has opened up doors for me in the future, I have learned so many things.”

Johnny Purdaby, Mica camp employee with the Neskonlith Band adds, “I’m so glad and happy working at the camp. It feels like we grew into a big, happy family. Secwepemc Camp and Catering is the best company I’ve been with and hopefully I work with them longer down the future.”

Mica Construction Camp is scheduled for completion in 2015, but its work will have lasting effects. The project laid a solid foundation for trusted relationships with Aboriginal people on future projects – relationships that respect the unique needs of each community. And it has renewed BC Hydro’s commitment to understanding First Nations issues and providing Aboriginal businesses with rewarding opportunities.



MEETING NEEDS, REACHING GOALS

Lower Churchill Project:
Innu Nation of Labrador, Nunatsiavut Government,
NunatuKavut Community Council
Labrador



SHARED SUCCESSES

- Formed the Labrador Aboriginal Training Program (LATP), led by representatives from the Innu Nation of Labrador, Nunatsiavut Government, NunatuKavut Community Council and Nalcor Energy.
- Served more than 740 Aboriginal individuals, and accessed more than \$44 million in funding to advance training initiatives in Labrador.
- Greatly increased the capability of Aboriginal people in Labrador to participate in the Muskrat Falls Project and other local developments.
- Established ongoing relations between LATP and Nalcor to support new developments in Labrador.

The Lower Churchill Project is an ongoing hydroelectric project in Labrador. It was launched to develop the remaining 35% of the Churchill River that was not already developed by the Churchill Falls Generating Station. The project's initial phase, scheduled for 2012 to 2017, involves building an 824-megawatt hydroelectric generating facility at Muskrat Falls, which will transmit power from Muskrat Falls to Soldiers Pond on the Avalon Peninsula.

When Nalcor Energy was planning the Lower Churchill Project in 2009, they approached the three Aboriginal groups in Labrador to discuss the possibility of training Aboriginal people in advance of construction. Leadership from the Innu Nation of Labrador, Nunatsiavut Government and NunatuKavut Community Council agreed to partner with Nalcor to form the Labrador Aboriginal Training Partnership (LATP). Its mission is:

- To improve employment opportunities for Aboriginal men and women, and provide support for a skilled, adaptable and inclusive Aboriginal labour force;
- To ensure that Aboriginal individuals are provided with effective education and skills training to obtain, keep and advance in employment opportunities in resource-based industries;
- To provide the support necessary for Aboriginal men and women, especially those with families, to participate in the training; and
- To oversee a comprehensive Training-to-Employment Plan to prepare Aboriginal individuals for employment opportunities created through resource development in Labrador, in a way that is accessible and affordable for the greatest number of people.

STRENGTH IN NUMBERS

Between 2010 and 2012, 973 LATP clients were assessed and more than 2,000 interventions were completed. In addition, 398 Aboriginal people obtained employment.

In 2013 and 2014, the LATP saw the following results:

- 742 individual Aboriginal clients served by LATP counsellors
- 200+ Aboriginal clients employed on the Muskrat Falls Project
- 30 Aboriginal learners completed full-time college programs
- 39 Aboriginal learners completed rebar training
- 20 Aboriginal learners completed commercial truck driver training
- 15 Aboriginal learners completed scaffolding training
- 15 Aboriginal learners completed tower steel assembly training, with 20 more ready to start a new program
- 49 Aboriginal learners completed construction craft worker training
- 15 Aboriginal learners started concrete formworker training
- 14 Aboriginal learners completed Occupational Health and Safety training
- 8 Aboriginal learners completed Environmental Monitor training
- 400+ Aboriginal clients completed industry-recognized safety training
- 30 Aboriginal clients found work through the LATP Wage Subsidy program

The LATP has been fundamental to the success and sustainability of the first phase of the Lower Churchill Project. By serving more than 740 Aboriginal individuals, and accessing more than \$44 million in funding to advance training initiatives in Labrador, the LATP has greatly increased the capability of Aboriginal people in Labrador to participate in the Muskrat Falls Project and other local developments.

Looking forward, the Lower Churchill Project will continue to be involved with the LATP. Nalcor and LATP are currently working with other industry partners to support new developments in Labrador, ensuring that the needs of all partners are considered – and met – in future initiatives.

BUILDING LASTING RELATIONSHIPS

Returning Traditional Territory:
Cheslatta Carrier Nation

Central Interior B.C.



SHARED SUCCESSES

- In 2012, Rio Tinto Alcan returned nearly 12,000 acres of land to Cheslatta Carrier Nation.
- This helped establish an on-going, trusted relationship between Cheslatta and Rio Tinto Alcan, which will lead to an increasing number of employment and economic opportunities for the First Nation.
- Rio Tinto Alcan and the Cheslatta have begun discussions for a long-term agreement to bring continued growth and prosperity to both parties.

Relationships are built on trust. In 2000, when Cheslatta Carrier Nation approached Rio Tinto Alcan in the hopes of reaching mutual understanding, the result was a signed relationship protocol. Over the next decade, the two parties collaborated on various community interests and procurement initiatives, further strengthening their commitment to improved relations.

In 2012, Rio Tinto Alcan returned nearly 12,000 acres of land to Cheslatta Carrier Nation. The company had acquired the land for its Nechako Reservoir more than 60 years ago. The Cheslatta however, identified it as their traditional territory. After many meetings and discussion, Rio Tinto Alcan agreed to return the land to its rightful owners as a sign of good faith. This was a clear example of how the relationship had changed over the years and is now one of consideration, respect and trust.

Today, Cheslatta Carrier Nation and Rio Tinto Alcan continue to meet and work together as friends and neighbours. Rio Tinto Alcan is increasingly involving Cheslatta-owned businesses in economic initiatives and procurement opportunities, bringing community members on board for employment and capacity building opportunities. The parties are also discussing a long-term agreement that will bring prosperity and growth potential to the Cheslatta and Rio Tinto Alcan.

