



Canadian Hydropower
Association
Association canadienne
de l'hydroélectricité

PATHS FORWARD

HYDROPOWER AND INDIGENOUS RELATIONSHIPS ACROSS CANADA

2018 EDITION



PATHS FORWARD

The story of Canada's hydro development dates back to the late 19th century when the power of falling water was first used to supply mills and light buildings. While it played an important role in the economic growth of our country, we must acknowledge the impacts that were experienced by Indigenous communities. As we look forward from this history, meaningful engagement between utilities and communities are redefining how projects are undertaken.

Paths Forward: Hydropower and Indigenous Relationships Across Canada features stories of recent hydro development projects pursued collaboratively between utilities and Indigenous communities. They are powerful examples of what can be achieved when relationships are founded on communication, honesty, and an equitable sharing of our country's resources and their benefits.

Development projects, procurement practices and capacity building continue to improve in their approach to meaningful consultation and inclusion. Projects like those showcased in this booklet are major economic drivers and represent sources of job creation, skills training, and opportunities for long term revenue streams that support the health, education, infrastructure and cultural needs of Indigenous People.

As the largest and longest running clean source of electricity in Canada, hydropower is a significant part of our supply mix. From coast to coast, Indigenous People are using their skills to create a clean energy future, and helping grow our country's world-class hydroelectric expertise. Responsible development and the collaborative relationships they create are important steps toward a brighter, more inclusive future.

The stories contained in this booklet were prepared by CHA members in consultation with representatives of Indigenous communities across Canada. They are wonderful examples of what can be achieved when we all work together.

We hope you find this informative and share it with others.



Mike Martelli
Chair, Canadian Hydropower Association



Anne-Raphaëlle Audouin
President, Canadian Hydropower Association



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CELEBRATING PROGRESS

In 2018, as we continue to move towards Economic Reconciliation here in Canada, it is right to celebrate our progress and shared success stories, however, we must remain steadfast in our resolve as we move down this challenging road together.

We have seen extraordinary commitments from corporations and governments alike, but it is through initiatives such as the CHA's *Paths Forward* which will prove pivotal in facilitating and sustaining these commitments.

Clean and sustainable energy is of the utmost importance, not only for Aboriginal peoples, but indeed, all people across the globe. Our ancestors have always been, and remain at one with Mother Earth, which is why it makes so much sense for CHA to continue its partnerships and consultations with Indigenous communities when it comes to accessing and utilizing hydropower in Canada.

This shared interest provides economic opportunity on all sides, as well as a sustainable source of clean energy. Now, that's what we at (CCAB) Canadian Council for Aboriginal Business call a win-win!

As we move forward, CCAB is committed to increasing access to Canada's supply chains for Aboriginal businesses. Through our Supply Change campaign, we hope to inspire more companies to take an active role in Economic Reconciliation.

Outreach and understanding is a necessary step we need to take not only as a country, but as a shared people with a shared history, in order to continue to improve the relationships between Indigenous peoples and the rest of Canada.

The CHA is taking the appropriate steps by highlighting some of the success stories which serve as an excellent reminder as to what we can accomplish when we work together. I look forward to what the future holds, and I commend the CHA for its continued commitment to Aboriginal inclusion and engagement.

Sincerely,



JP Gladu
President and CEO, Canadian Council for Aboriginal Business



INVESTING IN B.C.'S FUTURE

Stretching from the Peace Region, to the Kootenays, to Vancouver Island, BC Hydro's electricity system delivers power to over four million customers who call B.C. home. With generating stations and power lines across the province, the development and maintenance of BC Hydro's system has impacts on the lives and interests of Indigenous communities.

To guide how the company engages and works with Indigenous communities, BC Hydro follows a set of 10 principles. These principles commit the organization to increased transparency, partnership and engagement with Indigenous People.

BC Hydro's approach has been recognized by the Canadian Council for Aboriginal Business. In September 2018, BC Hydro received its third consecutive gold-level certification award for Progressive Aboriginal Relations. BC Hydro is one of 17 companies in Canada to achieve this certification, and one of only two utilities at the gold designation level.



After participating in BC Hydro's driver training program and passing her written exam, Vanessa Lilly can start practicing behind the wheel. A full licence would offer the Halfway River First Nation mother a wider variety of job opportunities.



Candidates build skills to enter into a trade of their choice through the Essential Skills to Trades program at Northern Lights College in northeastern B.C.



DRIVING CAREERS WITH ESSENTIAL SKILLS DEVELOPMENT

Recognizing that a lack of a driver's licence was a barrier to employment for Indigenous youth living in rural communities, BC Hydro teamed up with a driving school to bring lessons to them. To date, 22 students have earned their learner's permit and have started practicing on the road in pursuit of their full licence, which will open up more job opportunities in their own communities as well as in surrounding areas.

FINANCIAL SUPPORT HELPS INDIGENOUS STUDENTS SUCCEED

Each year, BC Hydro supports education and skills development in B.C.'s First Nations communities. The following scholarships and bursaries are specifically for Indigenous students:

- The Randy Brant Memorial scholarship is awarded to the top applicant, based on a combination of academic achievement, community involvement, and pursuit of a BC Hydro career.
- \$5,000 scholarships are allocated to students pursuing an undergraduate or graduate degree with a full-time course load.
- \$2,000 bursaries are allocated to students pursuing a diploma, certificate or trade program, or a part-time degree.

In 2018, BC Hydro awarded 15 \$5,000 scholarships, seven \$2,000 bursaries and one \$8,000-Randy Brant Memorial scholarship to Indigenous students.

TRANSITIONING YOUTH HIRES TO EMPLOYEES

BC Hydro's Youth Hires program is designed to give youth the opportunity to explore different trades and technical careers by spending the summer shadowing and learning from employees at BC Hydro.

One Indigenous youth success story is Logan Aird of Saulneau First Nations in Moberly Lake. Logan began his journey into the trades as a BC Hydro Youth Hire, and went on to pursue an apprenticeship on his path to becoming a fully qualified Power Line Technician. Today, Logan works to maintain BC Hydro's electrical grid and helps keep the lights on for thousands of customers.

“This job is definitely my true calling... I started as a Youth Hire and I was in touch with the Indigenous Employment team and I turned it into an apprenticeship with BC Hydro.”

– Logan Aird, Saulneau First Nations (pictured, right)

INDIGENOUS EMPLOYEES POWER LOCAL PROJECTS

BC Hydro is in a period of significant system investment, including building the Site C project, a new dam and generating station on the Peace River in northeastern B.C.

Like the rest of BC Hydro's generation and transmission infrastructure, the Site C project is located on Indigenous land, specifically within the boundaries of Treaty 8 territory.

Since 2007, BC Hydro has been engaging with Indigenous groups about the project, finding ways to support local economic development and employment. For example, Site C procurement opportunities have been committed to Indigenous companies, and in September 2018, 280 Indigenous workers were employed on the project.

FUNDING PROGRAMS TO DEVELOP SKILLED WORKERS

Developing skilled trades workers in northern B.C. is important for local industry, BC Hydro's existing facilities in the Peace Region, and the Site C project.

BC Hydro provided \$1 million in funding to the Northern Lights College Foundation to support the development of skilled workers in the north, targeting those students who may not otherwise have access to post-secondary education. Fifty per cent of the funding for bursaries has been dedicated to Indigenous students.

To date, 241 students have received bursaries, including 100 Indigenous students.

One of those students, Angie Dickinson from Doig River First Nation, enrolled in Northern Lights College's Essential Skills to Trades program and has since been accepted into the college's Professional Cook Program. This 20-week program will equip her with kitchen skills and customer relations experience in preparation for a career in the industry and possible employment at BC Hydro's Site C worker accommodation facility in Fort St. John.



REUNITING A SACRED SITE WITH THE MICHIPICOTEN PEOPLE

Brookfield Renewable:

- Listened to the concerns of our neighbours, the Michipicoten First Nation, over the impacts to a sacred site of spiritual importance located on our property.
- Came together and collaborated with the Michipicoten First Nation to determine a sustainable solution that would alleviate their concerns and ensure the long-term preservation of the land and sacred site.
- In the spirit of reconciliation, agreed to transfer the lands containing the sacred site to the Michipicoten People.
- Worked to subdivide the land and structure the transfer of the sacred site while maintaining our activities.
- Proudly partnered with the Michipicoten People to host a ceremony and community feast to celebrate the reunion of the sacred site with the First Nation.





As owner and operator of renewable power facilities across Canada and the world, Brookfield Renewable recognizes the importance of being a good neighbor and an active partner in our communities. Our portfolio in Ontario is comprised of 21 hydropower facilities and three wind farms, generating enough clean electricity to power 400,000 homes.

In early 2013, when elders from the Michipicoten First Nation approached us with concerns that Medicine Cave, a sacred site located on our lands, was at risk, we knew they had to act. Located at the confluence of the Magpie and Michipicoten Rivers, near Wawa, Ontario, the land is home to Medicine Cave, a spiritual site and place of healing for generations of Ojibway People.

We sat down with the Michipicoten People to understand their concerns about the increased popularity of the site and potential commercialization by tourist operators, resulting in unintentional negative practices which were incompatible with its sacred nature. Together, we discussed potential solutions that would be best suited to ensure the preservation and respectful use of the sacred site.

Focused on finding the most sustainable, long-term solution, we decided to transfer 4.4 hectares of land to the First Nation reuniting them with the sacred site they had used for thousands of years. Ensuring both parties had the time and opportunity to openly discuss their objectives, we collaborated on developing a land transfer agreement, surveyed the lands to determine the boundaries of the site, subdivided and registered the lands.

“In the spirit of reconciliation, we are extremely proud to reunite the land with the Michipicoten People and to transfer stewardship, enabling the protection and respectful use of the Medicine Cave. The open dialogue and cooperation with the Michipicoten People were key aspects of this success.” said Josée Guibord, Chief Executive Officer for Brookfield Renewable in Canada.

“Michipicoten is honoured and grateful to accept the deed for the return of this Sacred Land to our People. It truly shows that Brookfield Renewable understands meaningful reconciliation. I want to thank our Elder John Reil for openly discussing his concerns about the potential desecration of the site, demonstrating that we can accomplish great things when we choose to voice our issues in a kind way. As responsible land stewards, we honor our ancestors of the past and leave a sacred pathway for our next seven generations,” declared Patricia Tangie, Chief of the Michipicoten First Nation.

On August 8, 2018, the Michipicoten Chief and Council, alongside Brookfield Renewable, hosted a ceremony and community feast to commemorate the historical land transfer and celebrated with elders and youth from the First Nation, members of the local community and members of the Brookfield Renewable team.

PARTNERING WITH FIRST NATIONS: THE WANETA EXPANSION PROJECT

INTRODUCTION

As a hydro developer, owner and operator in the heart of the Columbia River system in Castlegar, British Columbia, Columbia Power values its close working relationships with its First Nations partners.

The recently completed 335 MW Waneta Expansion Project saw First Nations participate most fully in the life of the project from beginning to end. Owned by Fortis Inc., Columbia Power Corporation and Columbia Basin Trust, the Waneta Expansion is located immediately downstream of the Waneta Dam on the Pend d'Oreille River.

Managing construction on behalf of the Owners, Columbia Power undertook First Nations consultation, engagement and participation for the project including First Nations agreements with the Okanagan Nation Alliance and Ktunaxa Nation Council, a dedicated First Nations liaison worker, increased roles by First Nations workers, apprentices and contractors along with cross cultural workshops and involvement by First Nations representatives in project events and committees.

WORKERS AND APPRENTICES

Minimum targets were set out for participation by First Nations workers during project planning. These targets were exceeded during the construction period of 2010 to 2015. The project also saw a number of First Nations apprentices, with one to two on site on average over the course of the project's life, helping to introduce and train a new generation of young Aboriginal workers for a profession in the trades.

Brandon Alpine was one such worker – a young carpenter who learned his trade on the job at the Waneta Expansion Project. A member of the Ktunaxa Nation from the St. Mary's Indian Band, Alpine started working as a first-year construction apprentice and was able to complete both his first and second years of apprenticeship on the project.

Alpine said the Waneta Expansion was an important step for him in developing his trade. "I learned a lot," Alpine said. "It really made my second year of school a lot easier because the second year is concrete and I was doing the fly forms and working with big landing panels. It was kind of a cakewalk doing my second year."



CONTRACTORS

Waneta Expansion utilized First Nations contractors and saw significant involvement for the construction of the project's 10 km transmission line with logging and clearing completed by the wholly-owned Ktunaxa Nation company, Nupqu Development Corporation, and installation of the line by Nupqu partner, Highland Powerlines.

FIRST NATIONS LIAISON

Marion Eunson of the Ktunaxa Nation Council held the role of First Nations liaison throughout the project. The role involved advocating for the Ktunaxa on the project; securing contracts and employment opportunities; and generally working with partners, stakeholders and unions.

Eunson noted that a great benefit for Ktunaxa workers was seeing more of them gain union status. "Some of those people who became union members were deployed elsewhere. So that's a good thing." She added that a highlight of the project was the five-day career exploration event that gave Ktunaxa members an opportunity to do some job shadowing on the project. "They got the chance to find out what it's like to work on an industrial construction site. For them to meet up with a crane operator that's the same age as them or a young carpenter, or an older carpenter, and find out what it's like to do their job – it really inspired some of them to pursue it further."

COMMUNITY IMPACT MANAGEMENT COMMITTEE

The Waneta Expansion Community Impact Management Committee, formed at the start of the project to oversee construction from a community perspective, included representatives from local and regional government, law enforcement, business, special interest groups and both First Nations. This committee met once a month beginning in December 2010 until construction was complete in 2015. Marion Eunson, First Nations Liaison (left) and Rosemary Nicholas, Ktunaxa Nation Council (right), pictured lower right, were committee members.

COMMUNITY DAY AND GRAND OPENING EVENT

In 2013, the Waneta Expansion Project marked its halfway point with a Community Day. Over 1,500 people took part in the event which included First Nations project partners, the Ktunaxa Nation Council and the Okanagan Nation Alliance, in the day's activities. Elders and Chiefs from both Nations – including Chief Jason Louie of the Ktunaxa Nation's Yaqan Nukiy community and Hazel Squakin,

Okanagan Nation Elder - were part of the opening ceremony and both Nations provided cultural presentations through dancing, drumming and song. An informational display area including a special display by the Ktunaxa Nation Council's Traditional Knowledge and Language Sector was also part of the day.

First Nations engagement and participation was central to the development of the Fort Shepherd interpretive site and Waneta Expansion grand opening event that took place in July 2015 following substantial completion.

Signage highlighting the historic significance of First Nations in the Waneta area was installed as a key feature of the Fort Shepherd site. Plaques designed by project First Nations partners, the Ktunaxa Nation and Okanagan Nation, were unveiled at the Waneta Expansion facility as part of the grand opening event. Welcoming speeches by Ktunaxa and Okanagan Nation representatives at the grand opening and honouring speeches at the Fort Shepherd site also took place.

Pictured below at the Fort Shepherd site from left to right: Pauline Terbasket, Executive Director, Okanagan Nation Alliance; Anne Jimmie, Ktunaxa Nation elder; Marion Eunson, First Nations Liaison.



PARTNERSHIP CREATES **SUSTAINABLE FUTURE**

KWOIEK CREEK INTAKE





Kwoiek Creek powerhouse and tailrace.



Chief Michell inside powerhouse.

It took 36 years for the Kanaka Bar Indian Band to see its dream come to fruition. The Kwoiek Creek hydroelectric project is the result of two partners working together over many years to bring a \$156 million, 49.9 MW run-of-river hydro project to life.

The small, remote community in the Fraser Canyon had long sought a reliable, experienced and trustworthy partner to develop a renewable energy project that meshed with their own values and long-term vision. After a lengthy search and multiple consultations, the band chose Innergex Renewable Energy Inc. as its partner to develop and operate the project.

Located on the lower reaches of Kwoiek Creek in British Columbia, the facility generates energy by diverting water through a 7.2 kilometre penstock to a powerhouse on Kanaka Bar lands. The project is 50-50 partnership between Kanaka Bar Indian Band and Innergex with a 40-year agreement to share earnings.

For Kanaka Bar, the project would open the door to further economic development opportunities to build a strong, independent and self-sufficient community.

“The Kwoiek Project has been a game changer for Kanaka Bar,” said Kanaka Bar Band Chief Patrick Michell.

The Kwoiek hydro project, now in operation for over four years, is providing Kanaka Bar Indian Band with a significant own source of revenues that are being reinjected back into the community through programs and projects that have made a significant impact in the remote community. Since the commissioning of the Project in 2014,

Kanaka Bar has installed four solar grids that now power the band’s infrastructure. They’ve built 10 new housing units and plan to build more as more members are returning home to share in the community’s successes. They’ve started small scale agriculture initiatives that has seen the introduction of 75 different fruits and vegetables that are being grown, chickens for local egg consumption, and bee hives for honey production.

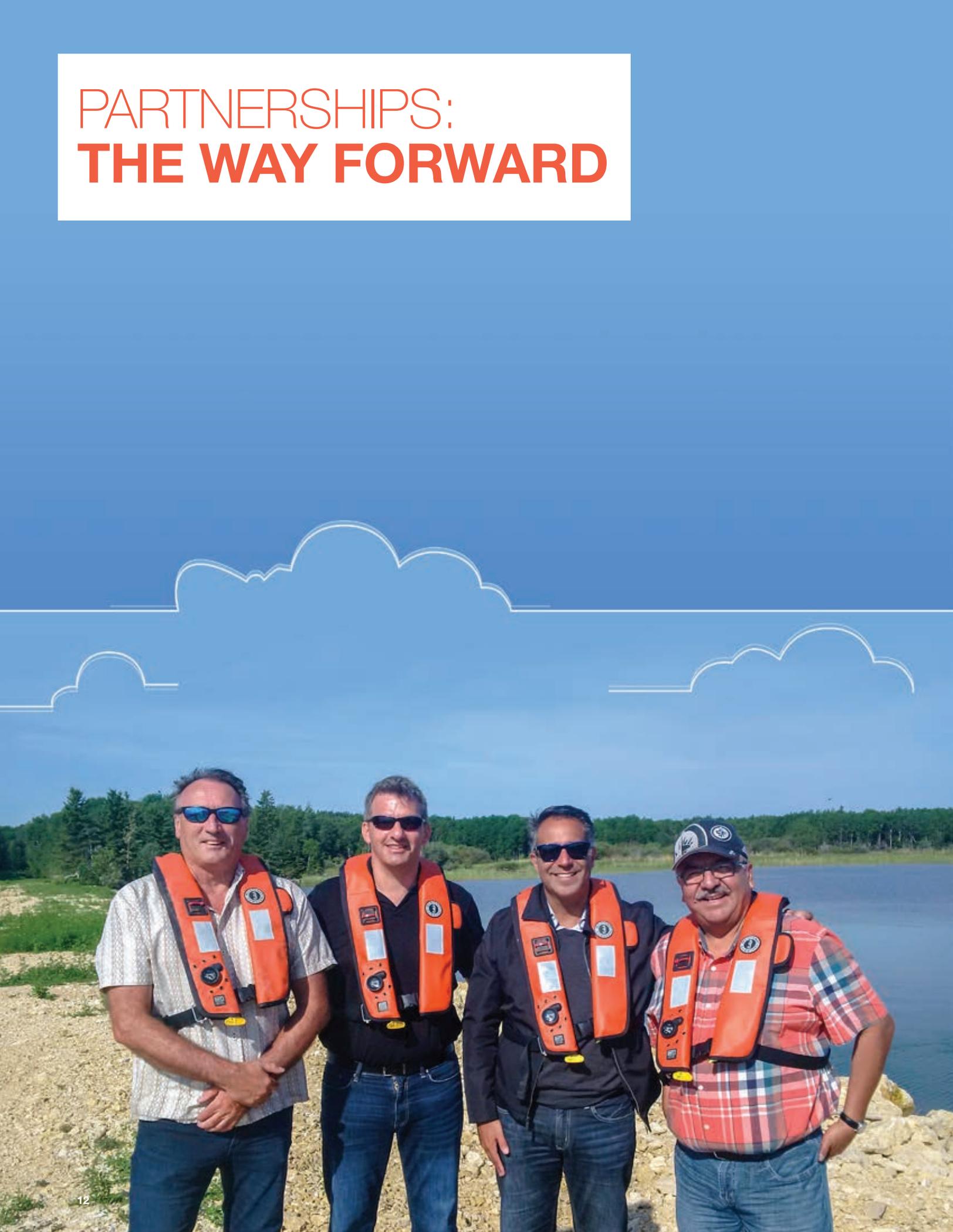
For Innergex, the Kwoiek Creek project and its relationship to the Kanaka people solidified the company as a partner of choice for rural and First Nation communities across Canada that shares the benefits of developing and operating renewable energy projects.

Working with the communities that host their projects is an integral part of Innergex’s development strategy. These partnerships provide economic benefits and employment opportunities. Innergex can also share ownership or develop partnership agreements with First Nation and rural communities.

Additionally, the project contracted two band economic entities for tools and people to do project related works such as cable crane operation, reclamation, erosion and sediment control and small construction. Approximately 40 per cent of the workers during construction came from First Nation communities. The skills developed by community members continue to provide long-term opportunities. Members developed new skills, personal and professional goals, and secured new employment opportunities off Nation due to attaining work experience on the project.

The energy generated at Kwoiek Creek powers approximately 22,000 British Columbia households.

PARTNERSHIPS: **THE WAY FORWARD**



One of Manitoba Hydro's four strategic priorities is to respect and support Indigenous Peoples in all aspects of its business. While public attention is often focused on more recent projects like Keeyask and Wuskwatim, both developed in partnership with Indigenous communities, this respect and support goes much further. Part of that commitment includes working collaboratively with Indigenous communities across the hydroelectric system – communities like Chemawawin Cree Nation upstream of the Grand Rapids Generating Station on the Saskatchewan River system.

The 1950s was a time of rapid population growth in Manitoba, with growing industrial and residential energy demand. Construction of the Grand Rapids Generating Station began in 1960. At the time, it was the largest energy project in Manitoba and its turbines and generators were the largest in Canada. The project led to substantial effects on people and the environment, including flooding and the relocation of the Chemawawin community in 1962.

While there have been a series of agreements over the years, the relationship between Manitoba Hydro and Chemawawin Cree Nation has not always been positive. But beginning with a comprehensive agreement in 1990, the utility and the community began to build the framework for what would become an open, collaborative relationship.

Today, Chemawawin Cree Nation's Chief Easter sees the relationship with Hydro as a partnership.

"We've got to be able to listen to each other as partners and communicate," the Chief said. "Situations are going to change always, but we can work through the challenges together It makes people happy to work together on projects in the community"

In 2011, Manitoba Hydro and Chemawawin signed a long-term agreement that serves as a framework for ongoing cooperation between the First Nation and Manitoba Hydro. The agreement provides stable funding for the First Nation to operate a range of programs to promote the safe use of the waterways upstream of Grand Rapids Generating Station and to undertake a variety of community projects.

Chemawawin-based businesses are also increasingly participating in Manitoba Hydro contract opportunities like transmission line maintenance and a recent, comprehensive project to remediate and protect a causeway and cemetery site at the "old post" (original location) of the community.

"It's important to the community," Chief Easter said. "We all have ancestors buried at that site. They'll feel good about being able to access the cemetery by land and boat."

As far as the finished result, Chief Easter says his community will appreciate the work.

"The project was done the way it was supposed to be, with our input," Chief Easter Said. "The community enjoyed working on it ... Our people learned all across the project, in trucks or in the office, and that helps us build skills, confidence and the capacity to do more."

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STRENGTHENING COMMUNITIES



Nalcor Energy is committed to effective consultation and dialogue, and working with communities and Indigenous groups in the areas in which we operate.

Nalcor has established four principles that are used to guide consultation and engagement efforts with stakeholders. These consultation principles are grounded in some of Nalcor's core values including, honesty and trust; open communication; respect and dignity; and teamwork.

In 2016, Nalcor put additional resources in place to enhance its engagement efforts with Indigenous groups. The company created the Department of Indigenous Affairs and Community Relations with a mandate to demonstrate Nalcor's commitment to positive and productive relationships with Indigenous people and to promote social and economic benefits in Indigenous communities where Nalcor has operations and projects. This department has a key role in policy development as well as public engagement.

DEVELOPING COMMUNITY AGREEMENTS

Nalcor has developed two formal agreements with Indigenous groups in Labrador.

- The Lower Churchill Project Impact and Benefits Agreement with Innu Nation. This agreement includes royalties, employment and training initiatives, business participation targets and joint environmental management committees.
- Community Development Agreement (CDA) with NunatuKavut Community Council. The CDA provides tangible, long term benefits to NunatuKavut communities and includes direct investment into community capacity and sustainability; environmental monitoring; work place cultural accommodations, as well as training, employment, and business opportunities.

STRENGTHENING COMMUNITIES

In 2012, Nalcor started construction on the Muskrat Falls Project in Labrador. Local communities and businesses are playing a significant role in the development and construction of this project. More than \$500 million in contracts have been awarded to Innu businesses.

Early in the project, while working with governments and Indigenous groups, Nalcor recognized an opportunity to increase local capacity in Labrador. In 2010, the Labrador Aboriginal Training Partnership

(LATP) was established to support education and training initiatives to help people gain the skills and qualifications needed for employment opportunities with the project. From 2010 to 2017, LATP administered over \$45 million from federal, provincial, and partner contributions. LATP provided support to over 1,900 individuals from Labrador's three Indigenous groups (Innu Nation, NunatuKavut Community Council and Nunatsiavut Government) and around 1,500 jobs were obtained by LATP clients, including over 1,100 positions associated with the project.

Nalcor has also supported student achievement awards, scholarships, and culturally-specific programs for Indigenous individuals and communities across Labrador.

Diversity and gender equity is a commitment across all of Nalcor's operations. Specifically for the Muskrat Falls Project, more than 5,000 workers received Innu Cultural Awareness training. In addition, Nalcor followed industry best practice and hired an Innu Employment and Training Coordinator, who speaks fluent Innu-Aimun, to assist Innu individuals with job coaching and employment.

DEVELOPING NEW OPPORTUNITIES

Nalcor will continue to promote business opportunities by providing supplier information sessions and working collaboratively to identify opportunities for knowledge and technology transfer. For example, Nalcor's utility subsidiary, Newfoundland and Labrador Hydro, is currently partnering with the Nunatsiavut Government on a proposal for a remote micro grid in the northern Inuit Labrador community of Nain.

Nalcor continues to partner with Indigenous organizations and training institutions to offer culturally appropriate training programs that are designed to meet the needs of Indigenous people. Nalcor provides cultural awareness sessions for employees and contractors working on Indigenous lands.

The company is dedicated to building strong relationships with the people of the province, Indigenous leaders and the communities. Nalcor continues to work towards developing partnerships that will provide long-term benefits for the people of the province and looks forward to continued dialogue with community and Indigenous leaders as we work toward achieving this goal.

PETER SUTHERLAND SR. GS **NOW POWERING** NORTHEAST ONTARIO





ONTARIO POWER GENERATION
A Joint Venture between Ontario Power Generation and Coral Rapids Power (a company wholly owned by Taykwa Tagamou Nation)

On the Abitibi River in northeastern Ontario, almost two years of construction and eight years of planning have culminated in a new hydroelectric station capable of powering 25,000 homes and businesses with clean and renewable power.

The 28-megawatt (MW) Peter Sutherland Sr. Generating Station (GS), located about 80 kilometres north of the town of Smooth Rock Falls on the New Post Creek, is now in service. The new \$300-million generating station was placed in-service on budget and well ahead of its scheduled 2018 target. That's a testament to the solid planning and execution between OPG and its partner in the development, Coral Rapids Power, a wholly-owned company of the Taykwa Tagamou Nation (TTN). The development, which is named after a respected elder from TTN, has already had a positive impact on the community.

"We have had about 50 TTN members working on the project at one point, which was significant for our First Nation partner," said Paul Burroughs, Project Director at Ontario Power Generation. "They are part of the project team working to make this a success." As part of the project agreement, Coral Rapids Power has a one-third ownership in the facility, meaning they will receive a share of profits from the station and be a partner for life over the 90 or so years the plant is expected to operate. As the TTN's first foray into hydro development, the project took several decades to get off the ground before the First Nation partnered with OPG in 2007. Construction on the station began in 2015.

"The relationship we've built with OPG is based on a foundation of respect, trust and working toward a common goal," said Wayne Ross, President of Coral Rapids Power. "There have been many benefits from this project for our community, including good-paying jobs, transferable skills and a long-term revenue stream."

In addition, approximately \$53.5 million in subcontracts were awarded through competitive processes to TTN joint-venture businesses during the construction phase of the station. "The partnership is about creating a lifelong relationship with the First Nation, not just one which exists during construction," said Burroughs. At the peak of construction, about 220 individuals were employed on the project.

Inside the station, the penstock, a 250-metre-long steel pipe, sends water down to two 14 MW units in the powerhouse. The station utilizes a portion of water flowing down New Post Creek, which is then discharged into the Abitibi River. While the project finished ahead of schedule, there were a few challenges along the way – the biggest one being the terrain in the area. "There is very little bedrock on the site, and a fair amount of the station is built on swampy conditions," Burroughs said. To counter this, the design-build contractor redesigned elements of the site to make them more robust, particularly the earthfill dam that contains the reservoir.

The new station is operated by OPG in Timmins and maintained by technicians located at a nearby work centre in Abitibi Canyon.



Top: Freda Ouellette/CRP Employment & Training Coordinator, Wayne Ross/CRP President, Sue Hartwig CRP Project Manager. Bottom: A view inside Peter Sutherland Sr. Generating Station.

FROM CONCEPT TO RESULTS: RELATIONSHIP BUILDING MEETS A FIRST NATION'S TRAINING NEEDS



Corrina Leween, chief of Cheslatta Carrier Nation, with Henry Reiser, president of the College of New Caledonia. They signed a memorandum of understanding on March 28 at a new Cheslatta Carrier Nation training centre.



The people of the Cheslatta Carrier Nation (CCN) are Cheslatta t'en of the Dakelh, or Carrier people, whose traditional lands form a large portion of the Central Interior of British Columbia. In this region, Rio Tinto has had a major presence for over 60 years through its aluminium operations. In 2012, Rio Tinto returned nearly 12,000 acres of land to the CCN that it had required for the Rio Tinto-owned aluminum smelter in Kitimat and the Nechako Reservoir. This reservoir supplies water to the Kemano Generating Station, the largest high-pressure hydro facility in North America, and this station, in turn, powers the Kitimat smelter. In 2018, work began to complete a 16 kilometre tunnel, the T2 Project, to the Kemano Generating Station. This will provide a back-up to the existing tunnel and enhance the security of the power supply to the Kitimat smelter.

Today, CCN and Rio Tinto are working together to create employment for CCN members and opportunities for CCN-owned businesses. In the fall of 2016, both parties began discussions on a long-term agreement, known as *New Day*. This agreement will bring continued growth and prosperity to both parties.

A key part of *New Day* negotiations relates to the need for a Cheslatta Training and Employment Strategy. CCN's Chief and Council recognized that a critical factor for Cheslatta people to succeed is to have a unique, innovative and made-by-Cheslatta skills training facility located in their community. As a result, the Remote Industry Training Centre (RITC) was developed and, to put the plan into action, CCN called for early investment by Rio Tinto through in-kind and financial contributions.

The RITC uses technology to make the learning flexible and accessible and also addresses the needs of learners in isolated locations. The training is designed to be industry-specific and ranges from literacy, essential skills training to job-specific instruction.

Having access to higher learning and skills training in their community will be of great benefit to the Cheslatta people. Too often members of First Nations are forced to leave their communities and their strong support system of family and friends to obtain job training and post-secondary education.

As a world leader in finding, mining and processing the earth's mineral resources, Rio Tinto has a company commitment to effectiveness within the communities in which it does business. The RITC supports the company's corporate social responsibility

commitments and its commitments under the *New Day*. Training, education and employment changes people's lives, and the RITC will leave a lasting legacy from Rio Tinto. Further, the training provided to Cheslatta members through the RITC will prepare them for jobs available in Rio Tinto's Kemano T2 project and allow the company to support the development of skilled workers for other businesses in the local area.

The core principles of the RITC include the following:

- A holistic approach to learning and program/service delivery
- Accessibility
- Flexibility
- Cost-effectiveness
- Tailored approaches to meeting Indigenous learner needs
- Industry and government recognized learning
- High-quality training
- Technologically appropriate delivery

The RITC is owned and operated by CCN and is designed to offer flexible training and education that uses a blended learning platform that allows for instruction to be delivered on-site as needed and/or as available, as well as through distance instruction and self-guided e-learning.

The RITC became fully operational in January 2018 and CCN's long-term plan for the RITC is to include it in the design and construction of a Cheslatta Community Centre complex, a larger and permanent campus.

The RITC is now identifying certification courses to ensure CCN members are project ready for the Kemano T2 Tunnel Project and employment with CCN businesses and has also partnered with unions.

The RITC, in partnership with a variety of health and community support groups, will also be offering essential skills courses, health and wellness workshops and culture/language workshops. The Centre will also benefit members of other nearby First Nations, such as Nee-Tahi-Buhn Indian Band and Skin Tyee First Nation. This will ensure a critical mass for needed training programs in the region.

While the RITC implementation is a success in itself for CCN and its members, it is planned to have up to 16 members working on the Kemano T2 Tunnel Project. Many more Cheslatta members will be trained and prepared for employment on other projects with other employers in the region, including Cheslatta-owned businesses.



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