



Aboriginal Training and Inclusion Plan 2017-2018 Annual Report

Site C Clean Energy Project

Reporting period: July 1, 2017 to March 31, 2018

Date: October 24, 2018

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1 Background

1.1 The Site C Clean Energy Project

The Site C Clean Energy Project (the Project) will be the third dam and generating station on the Peace River in northeast BC. The Project will provide 1,100 megawatts of capacity and about 5,100 gigawatt hours of energy each year to the province's integrated electricity system. The Project will be a source of clean, reliable and cost-effective electricity for BC Hydro's customers for more than 100 years.

The key components of the Project are:

- an earthfill dam, approximately 1,050 metres long and 60 metres high above the riverbed;
- an 83 kilometre long reservoir that will be, on average, two to three times the width of the current river;
- a generating station with six 183 MW generating units;
- two new 500 kilovolt AC transmission lines that will connect the Project facilities to the Peace Canyon Substation, along an existing right-of-way;
- realignment of six segments of Highway 29 over a total distance of approximately 30 kilometers; and
- construction of a berm at Hudson's Hope.

The Project also includes construction of temporary access roads, a temporary bridge across the Peace River, and worker accommodation at the dam site.

1.2 Description of Site Preparation and Construction Activities during the Reporting Period

The reporting period for this annual report coincides generally with the third year of project construction.

Below is a high-level summary of construction activities that took place during this period:

- The main civil works contractor continued excavation on the north and south banks, work on the powerhouse roller-compacted concrete buttress and preparation for river diversion;
- The temporary on-site manufacturing facility was completed and manufacturing of steel structures for the turbines and generators began;
- The substation contractor began work on the south bank;
- Offices and infrastructure for the spillways civil works were set up on the north and south banks;
- Clearing occurred in the transmission line right-of-way and access roads continued to be upgraded;
- Work began to upgrade the Peace Canyon substation;
- Construction of access roads and clearing continued for the reservoir area; waste wood has been removed or disposed; and

- Geotechnical work and site investigations occurred for designs of the Highway 29 segments and Hudson's Hope shoreline protection project.

2 Objective and Scope

The objective of the June 5, 2015 Aboriginal Training and Inclusion Plan (ATIP) is to meet the requirement of Environmental Assessment Certificate condition 54, by operationalizing the mitigation measures proposed in relevant sections (Section 17: Labour Market, Section 18: Regional Economic Development, and Section 28: Population and Demographics) of the Environmental Impact Statement with respect to Indigenous groups and their interests in employment and training opportunities. The ATIP outlines the approach and strategies for training and inclusion to be followed during the construction phase of the Project.

This annual report describes the implementation of the ATIP from July 1, 2017 through March 31, 2018. This is the third annual report. To maintain consistency with BC Hydro's mandate to adopt and implement the United Nations Declaration of the Rights of Indigenous People (UNDRIP), the term 'Indigenous' will replace 'Aboriginal' throughout.

3 Implementation of the Plan: July 2017 to March 2018

This report summarizes the implementation of the mitigation measures described in section 5.0 of the ATIP.

3.1 Communication of potential employment opportunities to Indigenous groups

BC Hydro's approach to communicating employment opportunities to Indigenous groups and individuals includes:

- Direct communication of employment opportunities to Indigenous groups and individuals;
- A requirement for Project contractors to communicate employment opportunities related to their work on the Project with Indigenous groups and individuals, including information about their unions;
- BC Hydro and Project contractors advertising opportunities online; and
- Hosting and attending information sessions, career fairs and meetings where training and employment opportunities are shared with Indigenous groups and individuals.

Below are examples of these activities during this reporting period:

Site C Indigenous Employment and Training information session

January 26, 2018. BC Hydro hosted a contractor Indigenous Employment and Training information session on the project site. The purpose of the meeting was to assist in building relationships between employment and training professionals from Indigenous communities and key Site C contractors. Contractors in attendance provided a one page document to attendees that outlined current and upcoming employment opportunities, along with training requirements, their individual hiring process (online, resume review, contact information) and advice for job candidates. The session also included a tour of the worker accommodation facility and the construction site. At the request of attendees, a second session was held on July 17, 2018. The session will be discussed in the next annual report.

Site C Employment Opportunities information sheet

After the January 2018 Indigenous Employment and Informational day, BC Hydro developed an information sheet on Site C employment opportunities. The information sheet included employment descriptions and contact information for Project contractors and FAQ's regarding project employment and site policies. Distribution of this sheet will be discussed in the next annual report.

Career Fairs

BC Hydro attended the following regional job fairs throughout the reporting period:

- September 28, 2017 Doig River First Nation Career Fair;
- February 28 to March 1, 2018 Sauleau First Nations Career Fair;
- March 5, 2018 Tsay Keh Dene First Nation Career Fair;
- March 14, 2018 McLeod Lake Indian Band Career Fair; and
- April 11, 2018 Fort St John Career Fair.

Site C contractors continue to participate in regional job fairs throughout the reporting period. This includes:

- Participating in the Fort St. John regional career fair held on April 11, 2018 and the Dawson Creek regional career fair held on April 10, 2018;
- Both Peace River Hydro Partners and Aecon-Flatiron-Dragados–EBC Partnership (AFDE) have worked with Employment Connections and Job Search and Support to host job fairs specifically focused on workers required for specific site opportunities; and
- Peace River Hydro Partners, AFDE and other contractors attended the Sauleau First Nations career fair that was held on February 28 & March 1, 2018.

Advertising employment opportunities

Hiring for the Project is mainly done by the companies awarded contracts to build Site C. BC Hydro facilitates the hiring process by listing successful companies and their contact information on the Site C project website. Job opportunities with the Project are also posted on the WorkBC and Employment Connections websites. Job opportunities with BC Hydro are posted to the BC Hydro website.

During engagement with Indigenous communities, and when responding to specific job related inquiries, BC Hydro directs candidates to the Project website and encourages Indigenous candidates to reach out to contractors directly for employment opportunities.

BC Hydro uses email and other means to communicate job opportunities with individual Indigenous candidates and Indigenous Community Training and Employment Specialists. Bi-weekly Site C Information Updates, sent to First Nations identified in the ATIP, include links to information on job opportunities. BC Hydro has also developed information sheets with employment and application information for each of the main Project contractors. These are emailed or provided in person to Indigenous candidates and Indigenous Community Training and Employment Specialists.

Individual candidate engagement

BC Hydro provides coaching and mentoring for Indigenous candidates who are seeking work with BC Hydro or with Project contractors. This support includes, but isn't limited to:

- Sharing job opportunities;
- Providing one-on-one career coaching;
- Connecting candidates to skills training programs that enable them to develop their skills based on career interests and local employment needs;
- Assisting with resume and cover letters for submission to contractors and to BC Hydro;
- Facilitating direct connections between the candidates and contractors; and
- Encouraging candidates to participate in career development programs.

The level of support provided by BC Hydro depends on what is required by the candidate, which is often related to how much support the candidate receives from an Indigenous Training and Employment Coordinator. In many cases, BC Hydro is the direct link between the candidate and employment with contractors.

3.2 Site C contractor hiring and training of Indigenous people

Contracts awarded by BC Hydro for the Project contain an Indigenous Inclusion and Reporting Requirements Schedule. Project contractors are required to make reasonable commercial efforts to provide subcontracting, employment and training opportunities for Indigenous people and to report on Indigenous inclusion in the performance of their work. Recently awarded contracts also contain employment and apprentices target requirements.

During the reporting period, the following number of Indigenous people self-identified as working for Site C¹. As with any construction project, the number of workers will vary month-to-month and also reflects the seasonal nature of construction work.

Month	Number of Indigenous people working for Site C
July 2017	193
August 2017	181
September 2017	172
October 2017	132
November 2017	96
December 2017	78
January 2018	118
February 2018	190
March 2018	213

¹ The number of Indigenous people was provided by on-site construction and non-construction contractors that have a contractual requirement to report on Indigenous inclusion in their workforce. Workers voluntarily self-declare their Indigenous status to their employer.

BC Hydro contractors have reported the following training and apprenticeship opportunities for Indigenous people on the Project during the reporting period:

- During the reporting period and where applicable to their role, training has been provided to over 184 Indigenous workers on the Site C Project. Examples of the training provided includes:
 - Safety
 - BCCSA (BC Construction Safety Alliance) Leadership for Safety Excellence (LSE)
 - Bear Spray Awareness / Bear Aware
 - Confined Space Monitor and Entrant / Confined Space Training
 - Fatigue Management – Field Level
 - Joint Health and Safety Committee Duty and Function
 - Lock Out Tag Out
 - Power System Safety Protection (PSSP) Training
 - Side x Side (UTV) Course
 - Surface Mine Rescue
 - Winter Driving
 - Worker Fall Protection
 - Contractor site orientation
 - Operational
 - AWP Boomlift
 - Fulford Rigging Level 1
 - Nozzelman Training
 - Rough Terrain Forklift Training (Class 7)
 - Security Officer
 - Skidsteer
 - Traffic Control
 - Environmental
 - Environmental Monitoring mentoring
 - Environmental Monitoring mentoring – Water Turbidity
- Training and employment of Indigenous carpenter apprentices on the Project.

3.2.1 Indigenous involvement in Site C field programs

Indigenous involvement in field studies for the Site C heritage program has been ongoing since 2010. Indigenous groups that have participated as heritage and cultural monitors during this reporting period include:

- Blueberry River First Nations;
- Doig River First Nations;
- Duncan's First Nation;
- Halfway River First Nation;
- McLeod Lake Indian Band; and
- Saulteau First Nations.

BC Hydro has also facilitated Indigenous involvement in Site C environmental programs, where possible. Indigenous groups that have participated in ecological field surveys, fish and aquatic studies and environmental monitoring programs during this reporting period include:

- Blueberry River First Nations;
- Halfway River First Nations;
- McLeod Lake Indian Band; and
- Saulteau First Nations.

3.2.2 Site C Contractors' Indigenous Labour Sub-Committee

In fall 2017, the Site C Contractors Labour Committee established the Contractors' Indigenous Labour Sub-Committee.

The purpose of the sub-committee is to support indigenous training, labour and employment on the Site C Project, through communication, consultation, coordination and cooperation among contractors on the Project.

This sub-committee was formed in response to requests from Indigenous groups to increase communication and to build and maintain relationships between Indigenous groups and Site C Contractors regarding labour, training and employment initiatives on the project that are specific to Indigenous groups.

All major Site C construction contractors are invited to participate in this sub-committee. The sub-committee meets quarterly, or on an as needed basis.

To date the sub-committee has:

- Established a protocol for distribution of Indigenous candidate resumes
- Developed and implemented the Indigenous Employment and Informational day
- Reviewed and assisted contractors in contract reporting requirements
- Discussed communication of site wide policies
- Shared regional cultural events with project contractors
- Shared BC Hydro's IEBD employment and training initiatives
- Reviewed contractors best practices
- Shared success stories to assist in generating opportunities
- Reviewed project status and upcoming labour requirements for contractors and how to meet labour demands.

3.2.3 Inclusion of evaluation criteria for hiring and training Indigenous people

BC Hydro has included Indigenous participation and reporting requirements in the evaluation criteria for the major Site C contracts, including:

- Worker Accommodation;
- Main Civil Works;
- Generating Station and Spillways Civil Works;
- Transmission Line Construction;
- Substation Construction;
- Generating Station and Spillways Powerhouse Bridge and Gantry Cranes;
- Hydro-Mechanical Equipment Supply;
- Peace Canyon 500kV GIS Expansion; and
- Turbines and Generators.

BC Hydro required proponents bidding on these contracts to provide a proposed plan to meet the contract requirements for Indigenous participation through the provision of business, employment, training and apprenticeships opportunities. BC Hydro's evaluation process included a review of proponents' proposed plans for Indigenous participation.

Following award of the contract, BC Hydro worked with the contractor to develop and finalize their plan for the fulfilment of their Indigenous participation requirements. Contractors are required to report regularly on the fulfilment of the Indigenous participation requirements under their contracts.

3.3 Strategies for capacity building, education and training associated with Indigenous participation in the labour market

BC Hydro has implemented capacity building initiatives that have supported essential skills training, pre-trades and trades training, or increased business capacity in Indigenous businesses and will continue to consider proposals from Indigenous groups and training organizations for potential capacity building, education and training opportunities throughout the construction phase of the Project.

As with employment opportunities, BC Hydro's strategy includes multiple approaches to support capacity building, education and training. BC Hydro provides opportunities directly to Indigenous groups, as well as working with Project contractors to increase their capacity building opportunities.

Further information and updates on specific capacity building initiatives is provided below.

3.3.1 Training and Employment Working Groups

BC Hydro and several Indigenous communities in northeast B.C. have created Training and Employment Working Groups that meet monthly to share information related to employment and training. BC Hydro shares information related to Site C employment opportunities and collaborates with the Indigenous Employment and Training teams to design capacity

development programs that meet the interests of the Indigenous candidates and provide skills required for employment with BC Hydro or with contractors.

3.3.2 Funding and programs to support training, industry, and Indigenous partnership opportunities in the region

BC Hydro recognizes the importance of supporting opportunities for skills development, trades training and job readiness in the early phases of the Project. In addition to the support and partnerships described in previous ATIP annual reports, BC Hydro continues to support Indigenous candidates through the following bursaries and programs.

3.3.2.1 BC Hydro Trades and Skilled Training Bursary at Northern Lights College

BC Hydro has provided \$1 million in funding to the Northern Lights College Foundation (NLCF) over a five-year period to support the development of skilled workers in northeast BC, which aims to assist students who may not otherwise have access to post-secondary education. Fifty per cent of the funding for bursaries is dedicated to Indigenous students. In August 2013, NLCF started distributing the bursary awards. As of March 2018, 206 students had received bursaries, including 79 Indigenous students who have benefitted from the bursary in programs such as electrical, welding, millwright, cooking, social work and many others.

BC Hydro, in addition to Northern Lights College Foundation, continues to promote bursaries and scholarships with Indigenous groups. In the reporting period, three Indigenous candidates from West Moberly First Nations, McLeod Lake Indian Band and Sauteau First Nations were awarded scholarships and bursaries totalling \$15,000.

3.3.2.2 Training Programs

In addition to the programs that have been delivered in previous years, which include the ATCO Kitchen Skills Program, Construction Craft Worker Program, Moberly Academic Program and Electrofishing, BC Hydro has delivered the following new programs and updates to existing programs in northeast B.C. to provide training and education in support of Indigenous employment readiness.

- **New! Driver Training** – First Nations have identified that one of the barriers to employment is lack of drivers' license. To respond to this fundamental need, BC Hydro designed and delivered a successful Driver Training Program in northeast B.C. to Halfway River First Nation, Sauteau First Nations, Blueberry River First Nations and McLeod Lake Indian Band. Since June 2017, 22 of the 39 students who started the training have earned their learner's (L) licence and have started in-car training in pursuit of their novice (N) licence. The program will continue in 2018.
- **New! Essential Skills to Trades** – Sixteen students from six Indigenous communities in northeast B.C. participated in a 13-week program that prepared them for entry into the Trades Foundations Program at Northern Lights College. Students focused on the skills necessary to be successful in their trade of interest, including electrical, heavy duty mechanics, pipefitting and the culinary arts. Eight students who enrolled in the second phase of the program, which was delivered from January to May 2018, were supported by BC Hydro.
- **New! Try-a-Trade** – During the reporting period, the development of an 8-week Try-a-Trade program launched, and the program will be piloted in January 2019 throughout B.C., with one location at the W.A.C. Bennett Dam, near Hudsons Hope. Eight

Indigenous candidates will be recruited and will select three of 11 trades offered. They will be fully supported by BC Hydro to participate in the program, which is designed to provide hands on experience in their choice of trades.

- **Updated! Youth Hires Program** – In 2016, five Indigenous youth from the Northeast were hired into BC Hydro’s Youth Hire program. In 2017, six Indigenous youth from the Northeast were hired. In 2018, three Indigenous youth were hired into our Youth Hire program in northeast B.C. The lower hire rate in 2018 was consistent with a lower applicant rate.
- **Updated! Pathway to Success with BC Hydro** – BC Hydro piloted this program in 2016/2017 and is currently updating the content for delivery in summer and fall 2018. These 3 day and 10 day courses will offer candidates an opportunity to polish a resume, learn employment readiness skills, participate in confidence building activities, skills identification, interview skills, create email addresses, and interact with BC Hydro contractors to learn firsthand about employment opportunities and how to submit resumes. Curriculum writing is underway and once complete, it will be delivered in Indigenous communities throughout northeast B.C.
- **Updated! Site C Contractor Introductions and Tours** – BC Hydro has expanded the Site C Tours from previous years to an invitation-only and customized event to introduce Site C Contractors to Employment Specialists from Indigenous communities in northeast B.C. This one-day event, coordinated and sponsored by BC Hydro, provides an opportunity for relationship building and in-person contact. Feedback to BC Hydro from contractors and Indigenous communities has been very positive.
- **Updated! Construction Safety Training System (CSTS09)** – The training is available for Indigenous candidates seeking employment where this certificate is required, and for those interested in working at Site C with Project contractors.

3.4 Indigenous Business Participation Strategy

3.4.1 Site C Project Indigenous Business Inclusion

BC Hydro supports the advancement of economic opportunities for Indigenous groups, and is working with Indigenous businesses with respect to contracting opportunities on the Project. In addition, BC Hydro’s contractors are required to make efforts to provide opportunities for subcontracting, employment and training for Indigenous businesses and individuals, and to report on Indigenous inclusion in the performance of their work.

Indigenous businesses have been awarded work on the Site C Project in the following areas:

- Clearing;
- Site preparation;
- Roads and bridges;
- Safety and security;
- Grass seed supply;
- Wetland mitigation;
- Safety buoys;
- Project health clinic;

- Substation work; and
- Environmental monitoring.

3.4.2 Information gathering and engagement with local Indigenous business community

BC Hydro continues to conduct market sounding activities with Indigenous communities and local Indigenous businesses to better understand their capacity and interest in participating in work with the Project. As information is made available, BC Hydro shares Indigenous business information with the broader company and teams for the consideration of future procurement opportunities.

BC Hydro continues to engage the local Indigenous business community through the following initiatives:

- **Site C Business Directory:** BC Hydro continues to promote the Site C Business Directory on its website, in print materials, at meetings with Indigenous communities and as part of the public inquiry program. Registrants are provided with the opportunity to self-declare as an Indigenous business. Procurement opportunities are emailed to the Site C Business Directory registrants. The business directory is periodically shared with Site C contractors.
- **Business-to-Business Networking Sessions:** Business-to-business (B2B) networking sessions provide an opportunity for proponent teams or contractors to meet with local, regional and Indigenous businesses in an organized forum with the objective of forming partnerships and creating business opportunities.

BC Hydro's generating station and spillway (GSS) civil works contractor will be holding four B2B sessions in June 2018, however no business networking sessions were held in this reporting period by BC Hydro or Project contractors.

- **Procurement Process Support:** On request, BC Hydro's procurement and Indigenous Relations staff are available to discuss procurement processes and ways to stay informed about upcoming procurements. BC Hydro works closely with Indigenous communities and businesses to understand their capacity and interest with respect to the Project and identification of potential contracting opportunities.
- **BC Hydro's Indigenous Procurement Policy:** BC Hydro has updated an Indigenous Procurement Policy to facilitate directed procurement to First Nation businesses. Under this Policy, BC Hydro has awarded over \$200 million in contracts to qualified First Nation Businesses affiliated with local Indigenous groups. In addition to these contracts, BC Hydro has required its Site C Contractors to provide subcontracting opportunities to qualified First Nation Businesses.