

Aboriginal Training and Inclusion Plan 2019-2020 Annual Report

*Site C Clean Energy Project
Reporting period: April 2019 to March 2020*

March 31, 2020

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Table of Contents

1	Background	1
1.1	The Site C Clean Energy Project	1
1.2	Description of Site Preparation and Construction Activities during the Reporting Period	1
2	Purpose of the Plan.....	2
2.1	Reporting Period: April 2019 to March 2020.....	2
3	Communication of Potential Employment Opportunities to Indigenous Groups	2
3.1	Site C Indigenous Employment and Training Information Session	3
3.2	Site C Employment Opportunities Information Sheet	3
3.3	Career Fairs.....	3
3.4	Advertising Employment Opportunities	4
3.5	Individual Candidate Engagement	4
4	Site C Contractor Hiring and Training of Indigenous People	4
5	Site C Contractors' Indigenous Labour Sub-Committee	6
6	Inclusion of Evaluation Criteria for Hiring and Training Indigenous People.....	7
6.1	Strategies for Capacity Building, Education and Training Associated with Indigenous Participation in the Labour Market	8
6.2	Training and Employment Working Groups.....	8
6.3	Training Programs	9
7	Resources and Funding Arrangements to Support Training, Industry, and Indigenous Partnership Opportunities in the Region.....	10
7.1	Scholarships and Bursaries	10
7.2	Information Gathering	10
7.3	Engagement with Local Indigenous Business Community	11
8	Environmental Monitoring Programs- Indigenous Involvement in Site C Field Programs	11

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 list below is intended to provide a high-level summary of construction activities that took place during this reporting period; it is not a complete list of all activities undertaken:

- the main civil works contractor continued excavation on south bank, work on the spillways roller-compacted concrete buttress and preparation for river diversion (specifically the completion of tunnel excavation and commencement of the tunnel lining process, as well as the construction of inlet and outlet gate structures);
- the generating station and spillways civil work contractor continued the placement of concrete in the powerhouse, and started the assembly and installation of penstocks and intakes;
- clearing continued in the transmission line right-of-way, along Highway 29, and in the future reservoir area; waste wood has been removed or disposed;
- work continued to upgrade the Peace Canyon substation, which was completed in July 2019 – making it the first official Site C asset in service;
- work continued on the construction of the Site C substation, which is now substantially complete;

- work continued on construction of several segments of the Highway 29 realignment;
- downstream fish habitat enhancements were completed;
- Golata Creek wetlands construction was completed;
- construction began on the temporary fish passage facility;
- work began on the installation of pile structures on the Moberly River (for debris management);
- construction of the temporary conveyor belt system was completed and commissioning began; and
- assembly and installation of 500 kV steel lattice towers along the transmission line continued; transmission line stringing is underway.

More detailed descriptions of construction activities that took place during the reporting period can be found in the quarterly Notices of Construction Activities¹.

2 Purpose of the Plan

The purpose of the June 5, 2015 Aboriginal Training and Inclusion Plan (ATIP) is to meet the requirement of Environmental Assessment Certificate (EAC) 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.

Please note, the term 'Indigenous' has replaced the ATIP's use of 'Aboriginal' throughout this report.

2.1 Reporting Period: April 2019 to March 2020

This report summarizes the implementation of the measures identified in the ATIP to fulfil EAC condition 54 from April 2019 through March 2020. This is the fifth annual report. In some cases, consultation and engagement with Indigenous groups on measures described in the ATIP that took place prior to this period are also summarized here for context.

3 Communication of Potential Employment Opportunities to Indigenous Groups

BC Hydro has taken a multi-pronged approach to communicating employment opportunities to Indigenous groups and individuals. This approach includes:

¹ Also referred to as Construction Notification Letters, or Construction Notices. These are available on the project website along with the bi-weekly Construction Bulletins: <https://www.siteproject.com/construction-activities/construction-bulletins>

- BC Hydro communicates employment opportunities directly to Indigenous groups and individuals;
- BC Hydro requires its contractors to communicate employment opportunities related to the performance of their contracts to Indigenous groups and individuals, and to work with their unions;
- 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.

Examples of activities as part of this approach that occurred during this reporting period are described in the sections below.

3.1 Site C Indigenous Employment and Training Information Session

During this reporting period, BC Hydro hosted the fourth and fifth Site C Indigenous Employment and Training information sessions in Fort St. John on July 24, 2019 and February 26, 2020. The information sessions were intended to assist in building relationships between employment and training professionals from Indigenous communities and key Project contractors. Project contractors in attendance provided information on their current and upcoming employment opportunities, along with training requirements, their individual hiring processes and advice for job candidates. The meeting on July 24, 2019 included a site tour to allow the participants to view the progress of work to date and the types of work performed at the Project site. The next information session was held on February 26, 2020 in order to assist in preparing Indigenous groups for the upcoming employment opportunities for the busy spring/summer 2020 construction season.

3.2 Site C Employment Opportunities Information Sheet

BC Hydro has developed an information sheet on Project employment opportunities for Indigenous candidates. The information sheet includes employment descriptions and contact information for Project contractors, and Frequently Asked Questions regarding project employment and site policies. The information sheet is distributed to all participants at the Indigenous Employment and Training Information Sessions and also to Indigenous candidates at career fairs.

3.3 Career Fairs

BC Hydro attended the following regional career fairs during the reporting period:

- **February 27, 2020:** North East Native Advancing Society (NENAS) Career and Trades Forum and Recognition event.
- **March 5, 2020:** Doig River First Nation Inspire career and education event.
- **March 9 and 10, 2020:** McLeod Lake Indian Band Career Fair.
- **March 10, 2020:** Saulneau First Nations Career Fair

Members of BC Hydro's Project team attended these events to discuss employment and procurement opportunities on the Project and with BC Hydro in general. Project contractors also participated in these regional career fairs.

3.4 Advertising Employment Opportunities

Job opportunities are posted on the Project, WorkBC and Employment Connections websites. During engagement with Indigenous groups and when responding to specific job related inquiries, BC Hydro directs job seekers to the Project website and encourages Indigenous job seekers to reach out to contractors directly for employment opportunities.

BC Hydro also uses email and other means to communicate with Indigenous candidates, and Indigenous training and employment specialists about job opportunities. This includes the Project's Bi-Weekly Information Updates to Indigenous Groups that often include training and employment information, and relevant links.

Employment opportunities are also communicated through the Contractor's Indigenous Labour sub-committee.

3.5 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 is not limited to:

- Sharing job opportunities;
- Providing one-on-one employment coaching;
- Resume review and submission as required; and
- Career exploration.

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 specialist in their community. In many cases, BC Hydro is the direct link between the candidate and employment with Project contractors.

4 Site C Contractor Hiring and Training of Indigenous People

Contracts awarded by BC Hydro for the Project may contain Indigenous participation and reporting requirements. Project contractors may be required to provide business, employment and/or training and apprenticeship opportunities for Indigenous people and to report regularly on Indigenous participation in the performance of their work.

During the reporting period, the following number of people working on the Project self-identified as Indigenous². As with any construction project, the number of workers will vary month-to-month and reflects the seasonal nature of construction work.

Month	Number of Indigenous people working on the Project
April 2019	283
May 2019	346
June 2019	361
July 2019	377
August 2019	418
September 2019	401
October 2019	428
November 2019	376
December 2019	337
January 2020	334

During the reporting period and where applicable to their role, training has been provided to over 590 Indigenous workers on the Project. Project contractors have reported the following training and apprenticeship opportunities for Indigenous people on the Project during the reporting period:

² The number of Indigenous people was provided by on-site construction and non-construction contractors that have a contractual requirement to report on Indigenous participation in their workforce. Workers voluntarily self-declare their Indigenous status to their employer.

Site C Indigenous Training	
Safety	
<ul style="list-style-type: none"> ▪ Aerial/Elevated Work Platform Boom Lifts ▪ BC Construction Safety Alliance Leadership for Safety Excellence (BCCSA LSE) ▪ Confined Space ▪ Fall Protection and Rescue ▪ First Aid (Standard and Occupational 3) ▪ Health, Safety Environment Toolbox 	<ul style="list-style-type: none"> ▪ Lock Out Tag Out ▪ Power System Safety Protection (PSSP) ▪ Basic Fire Suppression ▪ Transportation Endorsement ▪ Workplace Hazardous Materials Information System (WHMIS) ▪ Wilderness / Bear Awareness ▪ Workplace Violence
Operational	
<ul style="list-style-type: none"> ▪ Kitchen and Housekeeping Skills ▪ Customer Service ▪ Electrical Ground and Bonding ▪ Engineering Intern ▪ Equipment Operating ▪ Foreman ▪ Gate B Operations ▪ Helicopter Longline 	<ul style="list-style-type: none"> ▪ Independent Lab Testing Certification ▪ Leadership and Teambuilding ▪ RCMP Drug Recognition ▪ Respectful Workplace ▪ Security ▪ Security Workforce Management Software ▪ Rough Terrain Forklift
Apprenticeships	
<ul style="list-style-type: none"> ▪ Pre-Apprentice Job Shadowing ▪ Heavy Duty Mechanic (2nd Year) ▪ Power Line Technician (2) ▪ Carpentry (1st – 4th Year) ▪ Scaffolding (1st Year) 	

5 Site C Contractors’ Indigenous Labour Sub-Committee

In fall 2017, the Site C Contractors’ Labour Committee established the Site C Contractors’ Indigenous Labour Sub-Committee. During this reporting period the sub-committee met on the following dates: June 20, 2019 and November 27, 2019.

The purpose of the sub-committee is to support Indigenous training, labour and employment on the 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 Project contractors regarding labour, training and employment initiatives that are specific to Indigenous groups.

All major Project contractors are invited to participate in this sub-committee which 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 Site C Indigenous Employment and Training Information Sessions;
- Reviewed and assisted contractors in contractual reporting requirements;
- Discussed communication of site wide policies;
- Shared regional cultural events with project contractors;
- Shared BC Hydro employment and training initiatives;
- Reviewed contractors best practices;
- Shared success stories to assist in generating opportunities;
- Reviewed project status and upcoming labour requirements for Project contractors and how to meet labour demands; and
- Initiated employment and training initiatives such as the pilot pre-carpentry program and the pre-heavy equipment operator training on site.

6 Inclusion of Evaluation Criteria for Hiring and Training Indigenous People

BC Hydro has included Indigenous participation in the evaluation criteria for the major Project contracts, including:

- Worker Accommodation;
- Main Civil Works;
- Generating Station and Spillways Civil Works;
- Transmission Line Construction;
- Substation Construction;
- Balance of Plant;
- 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 apprenticeship opportunities. BC Hydro's evaluation process included a review of proponents' proposed plans for Indigenous participation.

Following award of the contract, BC Hydro works 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.

6.1 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. BC Hydro 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 in Training Programs 6.3.

6.2 Training and Employment Working Groups

BC Hydro has created Training and Employment Working Groups and meets regularly and individually with training and employment professionals from Indigenous groups to learn about their community's capacity needs, career interests and potential issues. BC Hydro's then works to align employment and training initiatives with the interests and needs of the Indigenous groups. BC Hydro also shares information related to Project employment opportunities, creates linkages for Indigenous candidates to BC Hydro or to contractors, and builds Training and Employment Plans that meet the interests of both BC Hydro and Indigenous groups.

During the reporting period BC Hydro met with the following Indigenous groups and discussed training and employment related to the Project:

- McLeod Lake Indian Band;
- Sauteau First Nations;
- Doig River First Nations;
- Blueberry River First Nations; and
- Halfway River First Nation.

In addition, ad hoc meetings to discuss training and employment opportunities continue to be hosted by BC Hydro. Approximately 13 meetings have been held with regional groups to discuss Indigenous employment and training interests. These groups include Northern Lights College, NENAS, and the Northeast Labour Market Study.

6.3 Training Programs

In addition to the programs that have been delivered in previous years, which included the ATCO Kitchen Skills Program, Moberly Academic Program and an electrofishing program, BC Hydro has delivered the following new programs and updates to existing programs for Indigenous groups.

- **Driver Training:** Indigenous groups have identified that one of the barriers to employment is lack of drivers' license. To respond to this fundamental need, BC Hydro has supported or designed and delivered three driver training programs with Indigenous groups.
- **ATCO Kitchen Skills and House Keeping Program:** in May 2019, BC Hydro and ATCO partnered for a third time to deliver a Kitchen Skills and housekeeping program at the Project worker accommodation. Eighteen Indigenous candidates were selected to participate in the 10-day program to learn employment readiness skills, communication, team work, workforce training certifications (Foodsafe, CSTS 09), and job shadow with ATCO's Red Seal Chef. A fourth program is planned for 2020.
- **Try-a-Trade:** during the reporting period, the development of an 8-week Try-a-Trade program launched, and the program was piloted in January 2019 throughout B.C., with one location at BC Hydro's existing W.A.C. Bennett Dam, near Hudson's Hope. Eight Indigenous candidates were recruited and selected three of eleven trades that were offered. Candidates were fully supported by BC Hydro to participate in the program, which has been designed to provide hands on experience in their choice of trades. A second Try-a-Trade cohort has been planned for spring 2020. Between the two cohorts a total of five Indigenous candidates have been from northeast B.C.
- **Youth Hires Program:** during this reporting period, three Indigenous youth were hired into our Youth Hire program in northeast B.C.
- **Career Energizers with BC Hydro:** BC Hydro piloted this program in August 2018 at McLeod Lake Indian Band and with the ATCO Kitchen Skills program in September 2018. Since then, all of BC Hydro's training programs for this Project are planned with Career Energizers. These 3-day to 10-day courses 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.
- **BC Hydro & Northern Lights College Pre-Carpentry Skills Pilot Program:** BC Hydro, Northern Lights College and several partners including NENAS, CMAW (carpenter union), ATCO, AFDE GP, PRHP³ participated in the development of a Pre-Carpentry Skills program that features essential skills for carpentry, a Northern Lights College job shadow component with the Project contractors, and a carpentry project

³ AFDE-Aecon-Flatiron-Drageados-EBC Partnership; PRHP-Peace River Hydro Partners

for students to demonstrate skills learned. The first cohort of eight Indigenous candidates from northeast B.C. completed the 14-day program in April 2019. A second cohort is planned for late spring 2020.

- **BC Hydro and Northern Lights College Pre Heavy Equipment Operator Program:** BC Hydro, Northern Lights College, PRHP, CLAC and NENAS participated in the design and delivery of a pre-heavy equipment operator program. The 14-day program will provide participants with the opportunity to experience life at the Project's worker accommodation while gaining technical and job readiness skills. The intention is to refresh essential skills and power skills while also providing industry specific worksite experiences with focus on the fundamentals of heavy equipment operating. The program was due to start in May 2020 but has been postponed.
- **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 with Project contractors.

7 Resources and Funding Arrangements to Support Training, Industry, and Indigenous Partnership Opportunities in the Region

BC Hydro continues to recognize the importance of supporting training opportunities for skills development, trades training and job readiness. From 2015 to present, BC Hydro has provided the funding and resources to support local training and partnerships. During this reporting period BC Hydro has continued to support training, industry and Indigenous partnerships in the region, included the following:

7.1 Scholarships and Bursaries

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 B.C., 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 November 2019, 263 students had received bursaries, including 114 Indigenous students who have benefitted from the bursary in programs such as electrical, welding, millwright, cooking, social work and many others. During this reporting period \$25,784.80 has been awarded to 14 indigenous students from Northern Lights College.

7.2 Information Gathering

BC Hydro continues to engage with Indigenous groups and local Indigenous businesses to better understand their capacity and interest in participating in work on the Project.

7.3 Engagement with Local Indigenous Business Community

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

- **Site C Business Directory:** BC Hydro continues to encourage businesses to register themselves on the Site C Business Directory. In doing so, any business, including Indigenous businesses, will receive information about upcoming Project procurements and or other events.
- **Business to Business Networking Sessions:** BC Hydro has previously hosted Business to Business Networking Sessions in the Peace region. The sessions provide an opportunity for proponent teams or contractors to meet with local, regional and Indigenous companies in an organized forum with the objective of forming partnerships and creating business opportunities. BC Hydro and Site C contractors previously participated in business networking sessions in the following First Nation communities:
 - Blueberry River First Nations;
 - Doig River First Nation;
 - McLeod Lake Indian Band;
 - Halfway River First Nation; and
 - Saulneau First Nations.

No Business to Business Networking Sessions took place during this reporting period.

- **Business Development:** Indigenous businesses have been awarded work on the Project in the following areas:
 - Clearing;
 - Civil construction;
 - Highway construction;
 - Grass seed supply;
 - Environmental monitoring;
 - Erosion and sediment control;
 - Fish habitat enhancement;
 - Project health clinic;
 - Quarry development;
 - Rip rap production.
 - Roads and bridges;
 - Safety and security;
 - Safety buoys;
 - Site preparation;
 - Substation work;
 - Warehouse construction; and
 - Wetland mitigation.
- **Procurement Process Support:** BC Hydro's Project team are available to discuss procurement processes and ways to stay informed about upcoming procurements. BC Hydro works closely with Indigenous groups and businesses to understand their capacity and interest with respect to the Project and identify potential contracting opportunities.
- **BC Hydro's Indigenous Procurement Policy:** Working together to build relationships that respect Indigenous peoples' interests is important to BC Hydro. One way BC Hydro

is 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 relationship agreements, impact benefit agreements and other arrangements with Indigenous groups. Under BC Hydro's Indigenous Contract and Procurement Policy, BC Hydro has awarded over \$390 million in contracts to qualified Designated Businesses designated by local Indigenous groups with whom BC Hydro has agreements. The work carried out under these contracts includes:

- Clearing;
- Civil construction;
- Highway construction;
- Grass seed supply;
- Environmental monitoring;
- Erosion and sediment control;
- Fish habitat enhancement;
- Project health clinic;
- Quarry development;
- Rip rap production.
- Roads and bridges;
- Safety and security;
- Safety buoys;
- Site preparation;
- Substation work;
- Warehouse construction; and
- Wetland mitigation.

8 Environmental Monitoring Programs- 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 or cultural monitors during this reporting period include:

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

BC Hydro has also facilitated Indigenous involvement in the Project's 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;

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