INDIGENOUS ENGAGEMENT INITIATIVES OF CEA MEMBERS
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Introduction

Canada is on a path to reconciliation with its Indigenous Peoples. In fact, the political, legal and policy landscape towards the recognition of Indigenous rights and renewing the relationship between Canada and the First Peoples have grown significantly in the last few years. CEA and its members are committed to engaging Indigenous Peoples of Canada to nurture meaningful long-term relationships and enhance mutually beneficial economic and business opportunities. Further, these engagement efforts go beyond project specific consultations and are centered on the recognition and respect for the history, uniqueness and traditional ways of Indigenous Peoples across Canada.

In 2016, CEA developed a set of national principles for engagement of Indigenous Peoples to further support and guide CEA member initiatives related to building positive and mutually beneficial relations with Indigenous communities. A summary of several of these member-led initiatives are highlighted in this document as they relate to the Truth and Reconciliation Commission (TRC) Calls to Action. The TRC report, released in 2015 and fully supported by the Government of Canada, outlines 94 ‘Calls to Action’ urging all levels of government and the corporate sector to work together to change policies and programs in a concerted effort to repair the harm caused by residential schools and move forward with reconciliation. Specifically, Section 92 calls upon the private sector, among other things, commit to meaningful consultations, respectful relationships; equitable access to employment and training; and education of management and staff on the history of Indigenous Peoples.

In relation to these TRC recommendations, CEA members across the country have provided many specific examples in the following pages on how they are successfully collaborating and engaging with government and Indigenous communities in the following areas:

1. Supporting education opportunities
2. Creating employment/training partnerships
3. Facilitating Indigenous business and economic partnerships

4. Capacity building

Education Initiatives

Section 92 of the TRC Calls to Action specifically suggests Indigenous peoples have equitable access to education opportunities in the corporate sector. It also suggests that the corporate sector provides education for management and staff on the history of Aboriginal Peoples, including the history and legacy of residential schools, UNDRIP, Treaties and Aboriginal rights, Indigenous law and Aboriginal-Crown relations. It notes that this will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism. On these aspirational suggestions, CEA members already offer many educational opportunities to Indigenous peoples and various companies are implementing Indigenous based cultural competency regulations and training into their corporate framework. Examples of these initiatives are as follows:

**Hydro One supports opportunities for Indigenous students**:

Hydro One has an established community investment target, which is to increase sponsorship and grant contributions by 16.5% every year. Key eligibility criteria of Hydro One’s sponsorship/grant programming relate to supporting initiatives geared towards youth, education, recreation and culture. Hydro One is committed to increase Indigenous representation in all levels of its workforce and track progress of such growth. A key action supporting this commitment is to offer scholarship awards to Indigenous students and the possibility of paid work terms. In June 2018, Hydro One partnered with Inspire and signed a 4-year agreement with the objective of leveraging additional support for Indigenous students and increasing Indigenous representation through a Hydro One Indigenous scholarship.
award program. The $200,000 program benefits Indigenous students studying in energy-related academic programs and offers the possibility to receive paid work terms. Hydro One has also increased the percentage of summer student positions designated to Indigenous students from 10% to 15%.

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

ATCO Electric partners with Siksika Nation on youth mentorship program: In 2014, ATCO Electric worked with Siksika First Nation to develop and implement a year-long pilot project to provide Aboriginal youth with real-life work experience. ATCO Electric trained Siksika Nation’s chosen candidates to safely erect structures, operate and repair equipment, and perform other tasks critical to building and maintaining transmission infrastructure. After the pilot program was completed, the company hired two of the participants on a temporary, full-time basis.

NB Power supports learning opportunities for staff: The NB Power First Nations Affairs Department has developed a presentation titled “An Orientation to New Brunswick First Nations and NB Power,” that has been
vetted by Elders and is delivered to large numbers of staff. The orientation introduces staff to New Brunswick First Nations, their history and culture, and why it is important to have positive relations. It includes protocols for entering and performing work on and near communities. The presentation often inspires staff to request more learning and other cultural awareness and sensitivity workshops. NB Power has also, in partnership with the University of New Brunswick, College of Extended Learning and the Mi’kmaq/Wolastogey Center, developed a comprehensive online cultural sensitivity course to be launched in fall 2018.

**Nalcor Energy supports Indigenous educational programs:** Nalcor, through formalized agreements, agrees to support activities such as career counselling, stay in school initiatives, student achievement awards, scholarships and culturally specific programs such as the Southern Inuit Education Program. As well, Nalcor employees and contractors working in Indigenous communities and on Indigenous lands have or will receive cultural awareness training. To date, over 5000 workers on the Lower Churchill project have received Innu cultural awareness training.

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

**TransCanada implements strategies on diversity and inclusion, Indigenous relations:** In 2017, TransCanada approved a new Diversity and Inclusion Strategy based on four pillars: Executive Commitment, Central Repository, Diversity and Inclusion Council and Action Plan, and the Maturity Meter™ (as the new benchmark). In addition, TransCanada implemented two new Diversity and Inclusion-related trainings, for TransCanada employees and TransCanada leaders. TransCanada further implements an Indigenous Relations Program and Strategy shaped and guided by Indigenous groups. This approach facilitates the planning and implementation of community education and training initiatives in advance of projects to maximize project participation. In 2017, TransCanada launched the TransCanada Community Scholarships Program in 2017, which includes the company’s Indigenous Legacy Scholarship, awarded to 25 students in Canada from 22 Indigenous groups within TransCanada’s operations and business footprint in Canada.

**FortisAlberta educates employees on Canadian history:** FortisAlberta runs an internal program on Indigenous knowledge that shares Indigenous history and current events in Canada with all new employees and with interested teams within the organization as requested. FortisAlberta also supports post-secondary education at various institutions within Alberta for students within its service area.
Nova Scotia Power supports Mi’kmaq Youth: Since its inception in 2011, NS Power provides annually a $1,500 entrance scholarship to a graduating Mi’kmaq high school student pursuing post-secondary education. The scholarship is renewable for a maximum of four years of study leading to a certificate, diploma or degree.

Nova Scotia Power is educating employees on Mi’kmaq history and culture: In 2018, through workshops, off site programs, and celebrations, NS Power provided a variety of opportunities for employees to learn about Mi’kmaq history and culture. The programs have provided a greater appreciation of Mi’kmaq culture, heritage and tradition, conveyed the importance of understanding cross-cultural differences and demonstrated the impacts of the Indian Residential School system and call for reconciliation across corporate Canada.

Employment/training initiatives

The TRC Report also calls on the corporate sector to ensure that Indigenous peoples have equitable access to jobs and training opportunities to ensure long term sustainable benefits from economic development projects. Our member companies regularly provide employment and training opportunities to local Indigenous communities through scholarship grants, Indigenous only job boards and more. Specific examples of initiatives are as follows:

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

**Nova Scotia Power sponsors the Indigenous Leaders in Clean Energy Program:** With support from Emera Newfoundland and Labrador and Nova Scotia Department of Energy, NS Power supports the Indigenous Leaders in Clean Energy program, an initiative of the Indigenous Clean Energy Social Enterprise. The program provides “Indigenous catalysts” with access to tools and resources through workshops, activities, and tours, removing barriers and building capacity to help Indigenous communities move clean energy projects forward. In 2018, NS Power hosted a week-long Clean Energy program in partnership with Acadia First Nation. The week-long program highlighted NS Power’s relationship with Acadia First Nation through Mi’kmaq culture, traditions and heritage celebrations, events and activities integrated into program delivery.

**Nova Scotia Power provides internships and co-op term placements to Mi’kmaq students:** In 2018, NS Power provided an internship for a student from the Acadia First Nation enrolled in an electrical program at the Nova Scotia Community College’s School of Trades and Technology and a summer co-op position for a student from Membertou First Nation enrolled in the Bachelor of Engineering program at Dalhousie University.

**Ontario Power Generation (OPG) completes Aboriginal training program:** OPG completed an Aboriginal training program in 2015 for its Lower Mattagami Re-development Project in association with Sibi Employment
and Training, which administered the program and its funding. The main funding for Sibi was provided by OPG, the federal Aboriginal Skills and Employment Partnership program, the Ministry of Training Colleges and Universities and Amisk Kodim. Over the five-year program, Sibi developed a database of more than 1,700 First Nation and Métis clients and is seen as a best practice, creating linkages between various levels of government, First Nation and Métis communities, construction unions, local training institutes, and OPG and its contractors.

**NB Power prioritizes economic opportunities for Indigenous communities:**
To focus on and facilitate advancing Indigenous inclusion, NB Power has improved processes for human resource planning, application and hiring with emphasis on advertising job opportunities within the Indigenous population and using a database to identify and consider Indigenous applicants prior to publicly advertising jobs. Additionally, where possible, NB Power enters into partnerships and employment opportunities with contractors and communities, such as establishing joint working committees for community participation in upcoming construction and operations. NB Power has also facilitated Indigenous inclusion in its energy transformation by soliciting First Nations communities to install Electric Vehicle Charging Stations in their community gas and restaurant centers, some of the first in Atlantic Canada. NB Power has also worked with post-secondary institutions and agencies to better enable admission of First Nations youth in programs and access to employment long-term, such as active promotion for PowerLine Technicians, Utility Arborists and other Indigenous organization-sponsored programs.
Nalcor Energy supports Indigenous employment and training: Nalcor Energy has provided $6.9 million in cash and in-kind contributions to the Labrador Aboriginal Training Program (LATP) from 2010-2017. Through the support of LATP, over 1100 direct and indirect positions related to Nalcor Energy’s Lower Churchill Project were filled by Indigenous people. Through the Lower Churchill Project Impact and Benefits agreement with the Innu Nation, a hiring protocol was established that provides first opportunity for employment to qualified members of Innu Nation during the construction phase of the project. Nalcor has also agreed to work with Nunatukavut to develop a strategy to encourage access to employment opportunities as part of a community development agreement with Nunatukavut Community Council.

TransCanada engages Indigenous community and business in project opportunities: Engagement allows TransCanada to align community capacity and capabilities with project requirements. TransCanada’s Indigenous contracting program designates certain key activities for qualified Indigenous businesses, requirements for general contractors to meaningfully engage with local Indigenous groups and rigorous reporting requirements. In 2017, TransCanada generated over $4 million for Indigenous businesses or their joint-venture partners through the purchase of goods, contract services and employment on the Napanee Generating Station.

Hydro One focuses on Indigenous recruitment and retention: Hydro One established Indigenous hiring targets to increase representation of
Indigenous employees to 2.48% of the regular workforce by 2019. Hydro One created the Indigenous Network Circle, a group of nearly 60 indigenous employees at Hydro One, to discuss and propose solutions on how to increase Indigenous relations, recruitment, and retention. A dedicated Indigenous Diversity & Inclusion Consultant position was created with a strong focus on increasing Indigenous relations, recruitment, and retention. Hydro One participates annually in ten Indigenous-focused recruitment events and job fairs and posts relevant positions in major national Indigenous media and job boards. Exit interviews allow Indigenous employees to share what works well, what is more challenging, and whether Hydro One should do anything differently. Further, Hydro One created and is offering a Basic Forestry Training Program for First Nations communities, enabling the issuance of fixed price forestry contracts.

Manitoba Hydro works with Fox Lake Cree Nation at Keewatinohk Converter Station: Construction at the Keewatinohk Converter Station, a part of the Bipole III high-voltage transmission project, began in 2013. From the outset, Manitoba Hydro and Fox Lake Cree Nation took a number of steps to promote a positive relationship between the project and the community. In the planning stages, Fox Lake was involved in naming the facility; the name Keewatinohk, was selected by Fox Lake members and means “north” in Cree. As construction began, Fox Lake participated in the project in a number of ways. In addition to a number of employment and on-the-job training opportunities, Fox Lake businesses completed a range of contracts. Most notably, Fox Lake, with its joint-venture partner, has been operating the Keewatinohk Lodge since its opening in 2015. The lodge
aims to be a welcoming environment, a home away from home for the 600 workers at the remote site in northern Manitoba. Fox Lake has a strong presence at Keewatinohk: the lodge design incorporated a number of Indigenous cultural elements; all workers on site participate in cultural awareness training offered by Fox Lake; Elders’ dinners provide an opportunity for community Elders to visit the site and meet with workers; and a community celebration was held to mark the one-millionth Indigenous hour worked on the Project.

Business Partnerships

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

Brookfield

Brookfield Renewable’s partnership with the ’Namgis First Nation on the Kokish hydroelectric project: The Kokish facility is located on the traditional lands of the ’Namgis First Nation. Brookfield worked with the ’Namgis to form Kwagis Power LP, a joint partnership that allowed both parties to be equally involved in all aspects of the project, from planning and permitting to construction and operations. Now that the facility is fully commissioned, a portion of the revenue generated by its operations will be directed into a ’Namgis Community Benefit Fund. Approximately 250 people were employed during the two-year construction period (including
12 ‘Namgis members), with local subcontractors hired to work on-site. Of the total capital cost of approximately $200 million, about $30 million was spent locally on heavy industry, food, and accommodations.

**Emera Newfoundland & Labrador signed an agreement with the Assembly of Nova Scotia Mi’kmaq Chiefs:** Emera Newfoundland & Labrador (ENL) has agreed to a Socio-Economic Agreement with the Assembly of Nova Scotia Mi’kmaq Chiefs for the Maritime Link Project. This Agreement built upon a positive relationship that has developed between Emera and Nova Scotia Mi’kmaq over the years, as well as ENL’s principles of mutual respect, early engagement, openness, and building long term relationships. The agreement also promoted training, employment and business opportunities related to the Maritime Link Project for Nova Scotia Mi’kmaq.

**Hydro Quebec’s long-standing relationships with Aboriginal communities:** Hydro-Québec has signed nearly 30 agreements with Aboriginal nations and communities in connection with hydropower development projects. These agreements have enabled Aboriginal communities to play an active part in project construction, work on environmental follow-up programs and benefit from economic spinoffs. In 2015, two more agreements were signed, one with the Atikamekw nation and the other with the Innu community of Mashteuiatsh, regarding the Chamouchouane–Bout-de-l’Île project.

**NB Power Invites First Nations to participate in renewable energy projects:** In 2016, NB Power invited First Nations communities to participate in a new program to integrate small-scale renewable projects onto the provincial grid. First Nations communities were asked to submit plans to NB
Power under the Community Renewable Energy – First Nations Opportunity, which is the first phase of the government’s Locally-Owned Renewable Energy Small Scale (LORESS) Program. The program allows for the production of 40 MW of electricity from renewable resources like hydro, biomass, wind and solar energy. A maximum of 20 megawatts can be owned by one or more First Nations businesses or 40 megawatts can be owned by two or more First Nations businesses if they are located on the same site.

Ontario Power Generation nears completion on one project with Indigenous partners and starts another: OPG and Coral Rapids Power Corporation, a company wholly owned by Taykwa Tagamou Nation, are partners in building a new 28 megawatt hydroelectric generating station on the Abitibi River. The Peter Sutherland Sr. Generating Station, named after a respected community Elder, is located about 90 km north of the Town of Smooth Rock Falls, and will provide enough renewable electricity to power up to 25,000 homes. More than 300 people have worked on this clean power project, including 109 Indigenous individuals. In addition, Indigenous businesses supplied $52.4 million worth of goods and services to the project. The project is on schedule and is expected to be completed in 2017.

At the same time, Nanticoke Solar LP, a partnership between OPG and Six Nations Development Corporation, was selected by the Independent Electricity System Operator (IESO) to develop a 44 megawatt solar facility at OPG’s Nanticoke Generating Station site on Lake Erie. The Nanticoke Solar project is OPG’s first venture into solar generation. Fittingly, the project will be built on a former coal generation site, bringing new life to the area and symbolizing the transition from coal to clean, renewable energy. The
partners are working together to obtain the required approvals and contracts needed to start construction.

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

**Nova Scotia Power and Clean Foundation sign MOU with Glooscap First Nation for an Energy Efficiency Program:** NS Power, Clean Foundation and Glooscap First Nation, in 2018, signed an MOU to develop a community clean energy program that focuses on strengthening residential energy efficiency, providing education and building capacity among local contractors and staff, and engaging and educating community members regarding energy conservation. The program is tailored to the community’s needs and goals in energy efficiency focusing on assessing their residential and commercial buildings and providing retrofits.

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

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

**SaskPower incents successful Aboriginal participation in SaskPower’s supply chain:** Since 2012, SaskPower has directly and indirectly procured nearly $200M in goods and services from Aboriginal business and communities. In 2017 Aboriginal procurement made up 10.5% of SaskPower’s Saskatchewan procurement spend at $50M. SaskPower holds Aboriginal procurement sessions specific to Indigenous businesses and
broader supplier informational sessions where they inform potential vendors about our policy and how they can participate. A Master Agreement between SaskPower and First Nations Power Authority facilitates collaboration to advance First Nations interest in power generation projects, such as a 20 MW flare-gas project with the Flying Dust First Nation.

**Hydro One prioritizes Indigenous business in the supply chain:** Hydro One’s vision is to become the primary business partners to Indigenous communities by 2023 and this vision includes a goal to increase Indigenous procurement by 20% each year. In pursuit of this vision, Hydro One created a Senior Accounting & Financial Analyst / Indigenous Procurement Lead within the Supply Chain Department and has developed a General Indigenous Procurement Procedure and a specific Indigenous Procurement Set Aside Procedure. Indigenous participation evaluation criteria are included in all Requests for Proposal and an Indigenous supplier database is maintained for the purpose of notifying Indigenous suppliers of upcoming business opportunities. Hydro One organizes and delivers Indigenous Procurement Workshops with Indigenous and non-Indigenous businesses to support the creation of networks and promotes doing business with Indigenous communities at trade shows, on the web, and through other media. Hydro One undertakes partnerships with Indigenous businesses and communities on renewable energy projects, new major transmission line projects, and in forestry contracts for brushing work on reserve. In 2018, the corporate Indigenous Relations Policy was updated from being inspirational to committal and Indigenous Relations Integration Plans are
reflected in business planning, operational processes and the performance goals of senior leadership.

**Capacity Building Initiatives**

In addition to the previously listed Indigenous engagement examples, our member companies also complete many more initiatives in Indigenous relationship building, investments and principles that transverse across business, education and employment opportunities. These additional and notable initiatives are as follows:

**BC Hydro earns PAR gold-level certification from the Canadian Council for Aboriginal Business:** BC Hydro earned the PAR gold-level certification—the highest level of achievement in the Canadian Council for Aboriginal Business’ Progressive Aboriginal Relations Program—in recognition of its commitment to Aboriginal employment, business development, capacity development and community engagement. BC Hydro also works with numerous educational institutions to award scholarships to Aboriginal students across the province.

**ENMAX Invests in Aboriginal communities:** ENMAX consistently look to engage Aboriginal communities in economic, social and other opportunities new infrastructure projects may offer through contracting and local procurement opportunities. The company also work to find education-focused community investment opportunities that support Aboriginals in acquiring knowledge and skills that will prepare them for the workforce.

**TransCanada supports local Aboriginal communities:** TransCanada focuses its Community Investment Program efforts on addressing community-driven needs to help build community capacity, keep communities safe,
support a talented workforce, and protect and enhance the environment.

In 2017, TransCanada supported the Anishinabek Nation Seventh Generation Charities which provides funding to help create educated, healthy, and culturally enriched citizens that will continue to grow a stable, strong, and prosperous Anishinabek Nation.

**Hydro One strengthens relationships with communities:** Hydro One has developed a number of tools to facilitate proper consultation, including a standard engagement and consultation protocol/MOU with Indigenous communities and a project risk assessment guide to help determine engagement and consultation requirements. In addition, engagement sessions are offered to Indigenous communities in order to strengthen Hydro One’s relationship with the 88 First Nations communities they serve, listen to key energy transmission and distribution concerns, and find solutions to move forward together. From January to July 2018, Hydro One connected with 134 First Nations communities. Hydro One employees at all levels are offered ongoing indigenous cultural awareness workshops both in-class and online; in the last year, this training was delivered to over 100 Directors/VPs/EVPs and this year to 320 Managers. First Nation communities in development/implementation of their Community Energy Plans are provided ongoing technical expertise and support from Hydro One. Hydro One is a certified bronze level company under the Canadian Council for Aboriginal Business’s Progressive Aboriginal Relations Program.

**NB Power enters into long-term agreements with Consultative bodies:** NB Power’s Executive Committee received, reviewed and approved the proposals to enter into long-term consultation and funding agreements
with Consultative bodies. These agreements provide funding for jobs within the bodies as well as traditional knowledge/use and Indigenous studies, scientific review, community meetings, education etc. As a result, dialogue is regular and respectful with the bodies and has led to collaboration of better processes that meet both parties' interests (ex: environmental impact assessment filing and review, harvesting of materials of cultural value, education and field monitoring).

**Nova Scotia Power supports Mi’kmaq Events and Celebrations:** NS Power recognizes and respects Mi’kmaq culture, heritage and traditions in Nova Scotia and the importance of celebrations, events and activities, and establishing relationships with Mi’kmaq communities. In 2018, NS Power provided support for and attended cultural events and activities in Mi’kmaq communities across the Province including pow wows, conferences, Elders gatherings, cultural celebrations and sacred ceremonies.

**Nova Scotia Power and Kwilmu’kw Maw-klusuaqn Negotiation Office (KMKNO) host Mi’kmaq community open houses across Nova Scotia:** Conducted in 2018, in partnership with KMKNO, the open house series continued NS Power’s efforts in building and maintaining relationships with Mi’kmaq communities across Nova Scotia. Each session was formatted for interactive opportunities for community member one on one discussion, understanding Mi’kmaq areas of interest and exploring topics such as energy efficiency, clean renewable energy development, employment, and updates on NS Power projects and activities. This forum provided NS Power with valuable indicators to further develop relationships with Mi’kmaq communities in the future.
Nalcor supports Indigenous Communities: In 2016, Nalcor created the Department of Indigenous Affairs and Community Relations (IACR). Based on Nalcor’s core values of respect and dignity; open communication; and honesty and trust, the mandate of this department is to solidify Nalcor’s commitment to positive and productive relationships with Indigenous people and to promote social and economic benefits in Indigenous communities where Nalcor conducts operations and projects. Utilizing an on the ground approach, IACR is working hard to listen, not only to the concerns of people living in these communities, but to the potential opportunities that communities have identified. This department has a key role in Nalcor’s policy development as well as public engagement strategies.