



**Indigenous Business and  
Investment Council**

*Sharing Success*

# Pathways for Local Government – First Nations Collaboration in Economic Development



## **Expanding Community Relations through Economic Development – The Waneta Expansion Project**

Presented by: Marion Eunson – Ktunaxa Nation  
Audrey Repin – Columbia Power





Sharing Success

# THE STORY

# Background

The Ktunaxa Nation has participated on all three of the following projects:

- Arrow Lakes Generating Station
  - 1999 – 2002
- Brilliant Expansion
  - 2003 – 2007
- Waneta Expansion
  - 2010 - 2015





# Community Impact Management Committee



- Ktunaxa Nation and Okanagan Nation had seats on the Community Impact Management Committee.
- Made up of local government, stakeholder, business and special interest representatives, CIMC met once per month throughout construction.



# Elements Of Success



## Explore a career in Carpentry



### The Opportunity:

**Who:** (up to) 5 people

**What:** 5 day on-the-job career exploration at the Waneta Expansion Project

**Where:** Waneta Expansion Project (near Trail, BC)

**When:** tentatively one week in September 2012

**FOCUS:** Industrial construction - carpentry trade

Mr. Joe Stagliano, Project Manager ASL-JV has extended an offer to provide a once-in-a-lifetime opportunity for (up to) 5 Ktunaxa members to come onto the Waneta Expansion Project for a week (5-days) in September.

**Interested?** Submit updated **resume** (detailing education, experience etc.)  
In the form of a **cover letter**, tell us why **YOU** should be selected  
Be sure to include all your contact information (telephone/cell & email)

**Deadline to apply:** August 17, 2012 (4:00 pm MDT)

7468 Mission Road      CALL: 1-888-480-2464, ext. 3046  
Cranbrook, BC V1C 7E5      EMAIL: [meunson@ktunaxa.org](mailto:meunson@ktunaxa.org)  
ATTENTION: Marion Eunson



**ASL • JV**  
Aecon SNC-Lavalin Joint Venture

## First Nation Liaison – A Success Story

The demand for skilled workers at WAX motivated deeper and more proactive involvement:

- matching clients with the Project's needs
- provided career insight and advice on required skills, training and what it takes to succeed in an industrial workplace
- Provided direct intervention in employment cycle for worker and employer
  - Mentor and guide employer and employee through set backs or challenges





# First Nation Employment and Contracting: By the Numbers

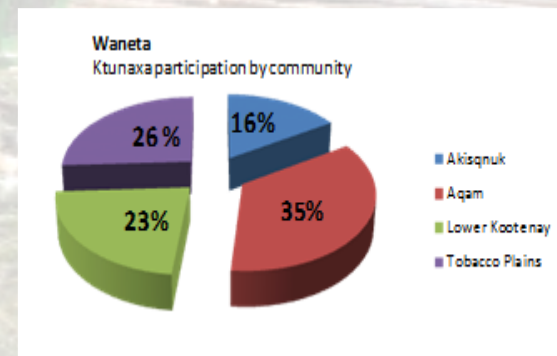
The Project had a high demand for enough workers with the right skills at the right time:

- Total amount of jobs – direct/indirect = 31

## Contracting and Procurement

- Nupqu
- Tipi Mountain
- CCRIFC
- Legend Logos

Waneta	# individuals
Total Jobs (Direct/indirect)	31
Akisqnuq	5
Aqam	11
Lower Kootenay	7
Tobacco Plains	8



# WEPC Community Benefits Agreement

- In 2008, agreements with the Ktunaxa Nation were signed for the Waneta Expansion Project.
- Post construction and into the operational phase the Owner and the Nation reviewed the commitments and identified on-going interests moving forward.
- Through mitigation, these on-going interests will continue to be monitored and actioned.
- Some examples include:
  - Support towards exploration of potential energy (ie. small hydro) projects
  - Bi-annual technical (incl. environmental) working group meetings
  - On-going support for terrestrial, aquatic and social programs



## Lessons Learned



### Lesson #1: The early bird...

- Begin consultation with First Nation as early as possible
- Build relationships early in the process
- Meaningful updates and continuous 'check in' as process proceeds



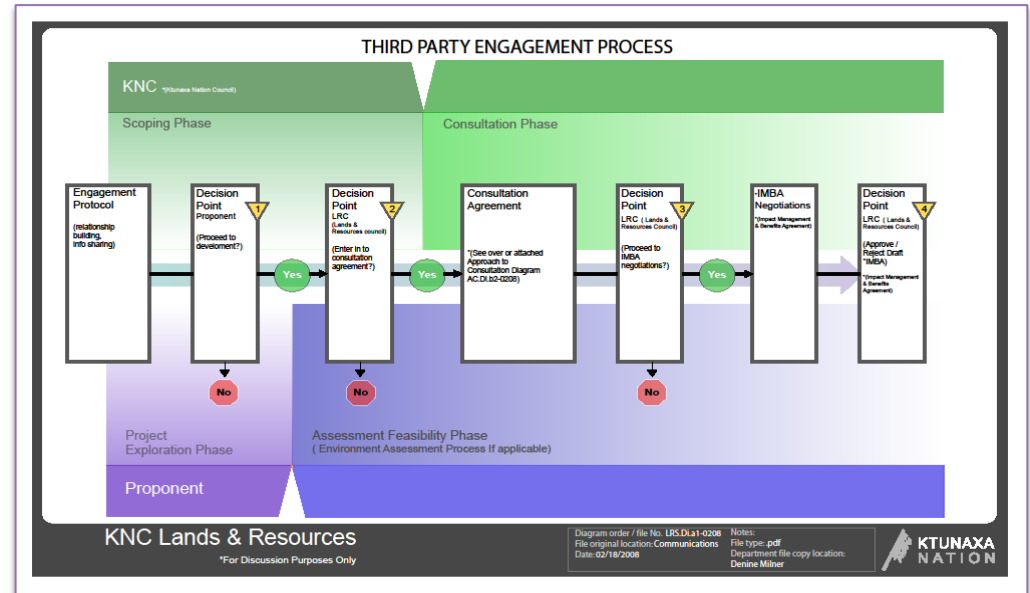
- Reaching a point of common knowledge leading to shared decision-making
- Changing aspects to accommodate all views/interests
  - i.e. Beaver Creek Arbour Legacy Project



## Lessons Learned

### ➤ Lesson #2: Inclusion, Inclusion, Inclusion

- First Nations involvement and ongoing dialogue starting with approvals and throughout construction.





## Lessons Learned

### ➤ Lesson #3: Key Points of Contact

#### *First Nation Owner Contractor*

- Decision makers need to be at the table
- Put issues in priority to make things happen
- A “human” point of contact – face of the organization
- A key contact to work with through project planning, development and construction



## Lessons Learned



### Lesson #4: Ktunaxa 101 – Everyone Loves Learning

- Cross cultural training was invaluable
- Having the presence in the West Kootenays - invaluable
- Helped to open the door to dialogue and understanding
- Very popular
- Had additional participation beyond the project as other staff and community members from the following participated:
  - CPC staff
  - CBT staff
  - Selkirk College staff
  - Regional District
  - CIMC members





## Lessons Learned



### **Lesson #5: Keep Talking – Even When it gets Tough**

- It's easy to say that communication is important, but it is crucial especially when there are challenges
- Willingness and respect for each other
- How to problem solve
- Connection with Business Agents
  - i.e. Trade Unions (reps)



## Lessons Learned

### ➤ Lesson #6: Be Flexible

- Have the ability to change direction when needed
- See both sides
- Match worker's skills to fit the job





## Lessons Learned



### Lesson #7: It takes a Village

#### The Project was more than the Owner and the Contractor

- First Nations
  - Leadership
  - Workers
  - Apprentices
- Unions
- Local and regional government
- Local communities
- Community Impact Management Committee



## Lessons Learned

### ➤ Lesson #7: The Most Important Lesson of them All

- Investments in relationship building are some of the most important investments anyone will ever make and may determine the success or failure of an entire project.
- To meet current obligations, although the process in developing this project worked, ensure relationship building and managing relationships is ongoing as situations evolve.



Ktunaxa Nation  
Marion Eunson  
[meunson@ktunaxa.org](mailto:meunson@ktunaxa.org)



Columbia Power  
Audrey Repin  
[audrey.repin@columbiapower.org](mailto:audrey.repin@columbiapower.org)

