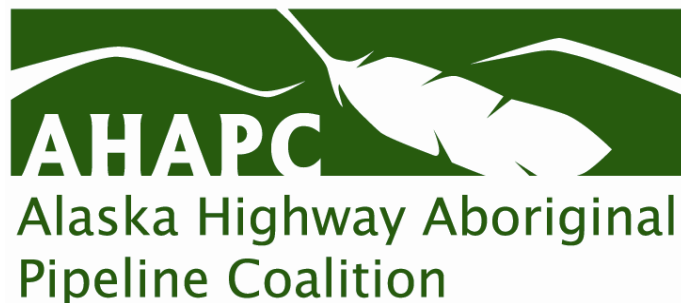


# AHAPC Topic I Workshop Report

Employment, Training and Business Opportunities Related to the Proposed Alaska Highway Gas Pipeline Project



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## Employment, Training and Business Opportunities Related to the Proposed Alaska Highway Gas Pipeline Project

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## 1.0 Introduction and Background

The Alaska Highway Aboriginal Pipeline Coalition (AHAPC) is a non-political, community-based, nonprofit society, constituted in 2004 and based in Whitehorse, Yukon. The AHAPC is comprised of Yukon First Nations who have a vested interest in the proposed gas pipeline project. The mandate of the AHAPC is to help First Nations to prepare for any opportunities that may lead to meaningful engagement with industry and the governments of Yukon and Canada. In matters pertaining to regulatory framework, environmental assessment and socio-economic impacts and benefits, the AHAPC is preparing First Nation citizens and communities for future development opportunities.

In April 2007, the AHAPC, in cooperation with industry and Yukon and federal governments partners, delivered a workshop that confirmed support for building capacity among Yukon First Nations through preparedness of the proposed Alaska Highway Gas Pipeline project. This first workshop identified the need for future topic workshops on topics focused on environmental, regulatory and socio-economic issues.

On November 20 and 21, 2007, the first of a series of topic workshops, entitled “**Employment, Training, and Business Opportunities Related to the Proposed Alaska Highway Gas Pipeline Project**”, was held in Whitehorse at the Yukon Inn.

## 2.0 Workshop Objectives

The objectives of the workshop were:

1. To increase First Nation understanding of the status of, and opportunities associated with, the proposed pipeline project;
2. To discuss and evaluate the issues and challenges that communities, industry and government may encounter associated with the proposed pipeline project;
3. To identify the tools necessary to capture the potential benefits of the proposed pipeline project.

## 3.0 Workshop Overview

The two day workshop was designed to provide opportunities for information sharing and knowledge building, as well as prospects for debate, discussion, collaboration and engagement. Approximately 40 delegates participated in the workshop, of which almost half were from First Nation governments with land located both off and on the proposed pipeline corridor. Other delegates included representatives from the oil and gas industry and the governments of Yukon and Canada.

The workshop opened with an Opening Prayer by Chief Diane Strand of the Champagne and Aishihik First Nation and Opening Remarks with Chief Ruth Massie of the Ta'an Kwacha'an Council. The remainder of the morning of the first day was a plenary session with presentations by industry representatives painting “The Big Picture”. Each was asked to respond to the question, “What are the employment, training, and business opportunities, including standards and conditions, associated with the pipeline project?”

In the afternoon of day one, the room was divided into six working groups and workshop participants addressed “Issues and Challenges” associated with employment, training and business opportunities. Groups reported back in the late afternoon and the first day concluded with remarks by Chief Massie. A Sundog Carvers Exhibition and Banquet followed.

On day two, participants reformed their working groups after a short day’s recap and undertook discussion and debate on “Tools for Capturing Benefits”. The goal of the session was to examine the instruments available and necessary for capturing the employment, training and business opportunities identified on day one. In the afternoon, a plenary session was held to discuss “Moving Forward: From Workshop to Community Preparedness”. This ‘next steps’ session provided an opportunity to examine how AHAPC could assist individual First Nations in securing employment, training and business opportunities associated with the proposed gas pipeline.

The workshop was summarized and participants thanked by Chief Massie in her concluding remarks, and the meeting was adjourned after a Closing Prayer by Elder Jim Miller, of the Ta'an Kwach'an Council.

## **4.0 Industry Panel – The Big Picture**

### **4.1 Introduction**

A panel of industry personnel provided participants with a comprehensive overview of a pipeline project including timeline and activities, a summary of employment opportunities, training needs, project contracting processes and business development strategies.

Representatives included:

- Dan Begley - TransCanada PipeLines Ltd.
- Desiree Jones - ConocoPhillips Canada,
- Len Lesser - Exxon Mobile Canada,
- Ron Moore – Exxon Mobile Canada,
- Anita Perry - BP Canada,
- John Skalski - Enbridge Inc.
- Doug Anguish – Northern Pipelines Projects Ltd.

### **4.2 Pipeline Project Overview – John Skalski**

The PowerPoint presentation comprised a step-wise summary of the pipeline project timeline and activities that included the sequential process from Planning to Permitting to Engineering, Procurement and Construction. The project process was outlined as follows:

1. **Project Planning**
  - a. Planning
  - b. Permitting
    - i. Field Data Collection
    - ii. Open Season
    - iii. Application Preparation
  - c. Information Sharing
  - d. FEED and Regulatory Support
2. **Permit Approvals**
  - a. Review and Approvals
  - b. Aboriginal Consultation/Agreements
  - c. FEED and Regulatory Support
  - d. Detailed Design and Engineering
3. **Execution**
  - a. Equipment and Material Supply/ Module Fabrication
  - b. Pre-Construction
  - c. Construction
  - d. Commission

The **Project Planning and Permitting** phases involved activities from stakeholder consultation to field studies and land surveys to mapping, geomatics and permit acquisition. Data collection including ecological, socio-economic and engineering was key. Professionals involved in these phases include engineers, archaeologists, geotechnicians, biologists, hydrologists and technical experts including traditional knowledge specialists, renewable resource technicians, draftspersons, wildlife monitors, lands administrators, community liaison workers, office personnel, lawyers etc. These professionals assisted with project design and planning, First Nation engagement, community meetings, land access, field surveys and regulatory requirements.

The **Pre-Construction** phase involves procurement and purchasing, administration, field inspections, the construction of access roads, camp construction and catering, as well as tradespersons including electricians, carpenters, millwrights, mechanics and painters.

The 21 step **Pipeline Construction** phase moves through surveying and staking the land, through trenching and pipe preparation and inspection to pipe lowering to backfilling and final clean up. The slide of the 21 steps is included as Appendix 1. Accompanying the step-wise sequence of slides were corresponding slides noting the number of jobs and type of positions that would be required at each stage. They included labourers, heavy equipment operators for a wide variety of equipment, pipefitters, welders, x-ray technicians, pipe coaters, coating inspectors, first aid personnel etc.

During this phase, the compressor stations would also be constructed, involving a wide variety of trades' personnel including carpenters, electricians, labourers, millwrights, painters, machinists, ironworkers, insulators and instrument technicians.

### 4.2.1 Questions by Participants

When asked, John clarified that the pipeline project sequence could take eight to twelve years to complete. Variables included the availability of contractors and labour, geographical considerations (the need for blasting), the productivity of each team working on a 'spread' or section of the pipeline. Possibly 70 kilometers could be done per season and less than half the construction would occur during the summer.

There would be about 760 kilometers of pipeline in the Yukon and approximately 5 - 10 compressor stations. In response to a question regarding reclamation of the land, he stated that the area would be revegetated in native plants. Another respondent questioned whether John's assumption that the timber harvested from the right of way would be used to create the skids that held the pipeline, given the quality and type of Yukon timber. Another participant sought clarification on whether one employee could do a number of pipeline tasks and John explained that once an individual was trained as a pipeline coater, for example, that person would remain in that position for the full season. This was designed to ensure quality and enhance productivity.

### 4.3 Employment Opportunities and Requirements - Desiree Jones

A binder was provided to participants identifying all the positions required for a pipeline project and the National Occupational Classification descriptions of each position. During the Operations phase, pipeline inspectors, controls personnel, mechanical inspectors, maintenance and security personnel and administrative and support staff would be involved. Approximately 50 employees would be required for the long-term operations and maintenance of the pipeline, though that number could be reduced as technology improves.

A preliminary estimate of the overall labour requirements for a major pipeline project included:

- **Unskilled workers** – 25% (labourers)
- **Low experienced workers** – 22% (apprentices, admin support, cleaners)
- **Skilled workers** – 38% (accountants, electricians, heavy equipment operators, plumbers, mechanics, office clerks)
- **Highly skilled workers** – 15% (management, foreman, welders, expeditors, specialized equipment operators)

Forty seven per cent of the workers required for a pipeline project would likely be unskilled or low skilled and 53% would be skilled or highly skilled workers.

## 4.4 Industry Sponsored Training Opportunities - Dan Begley

One of the first steps in the process of training is **determining training needs** through analyzing project skill requirements. Up to date job descriptions for a typical pipeline have been prepared through the Pipeline Contractors Association of Canada in cooperation with TransCanada Pipeline. This information is available at the AHAPC office and the AHAPC web site ([www.ahapc.ca](http://www.ahapc.ca))

Twenty-five per cent of typical pipeline jobs are entry level and require few skills or training – safety training is provided. The second skill-level of jobs require some training and on the job training is often provided. To become a skilled worker in this industry requires a desire to travel as workers can work from Alberta to Saudi Arabia on pipeline projects. All the jobs are short term and most workers will work less than four years or much shorter than that if they are unwilling to travel.

Communities were encouraged to **prepare skills inventories** to understand what their labour force looks like. This information helps pipeline companies understand the demographics of each community in order to maximize employment opportunities and understand training needs. A pipeline owner forecasts labour force requirements for the project and in so doing answers questions such as how much work will be done in summer, winter etc. It is the owner who develops the pipeline construction schedule.

The pipeline owner, often working with government, contractors and unions determines what skill levels are required for the project. Dan made the point that a pipeline project hires a very large number of employees and that the Yukon labour supply would be quickly outstripped by that demand. A skills inventory can assist in determining how many people would be hired locally.

Shortfalls in skills determine where training and pre-employment training needs are. Pipeline and facility contractors have a role to play in this training as they can work with unions to establish training and recruitment criteria. Dan noted that many jobs can begin at entry level and train upwards into skilled levels over several years if employees are willing to take classroom training. Contractors can create training opportunities by providing equipment and space for training. Unions, too, work with government to provide training options for new students. Government is responsible for certification of trades and in delivering pre-employment training options. The federal government can assist in determining labour imbalances (i.e. not enough welders for a big project) by looking at the overall labour force in Canada and altering policy such as training or immigration to address shortfalls.

### 4.4.1 Questions by Participants

Regarding the skills inventory, Dan could not clarify who would pay to have this done, either the First Nation or the company or both through a cost sharing arrangement. Any inventory required ongoing review and management to keep it current. Regarding training, Dan noted that operations personnel were hired by the pipeline company, not contractors, and would be trained outside the Yukon. Local hires would be preferred. Due to technological developments, most maintenance would be done by outsiders.

## 4.5 Contracting Procedures - Len Lesser

In this presentation, the requirements and processes of how Yukon companies would get contract work with the pipeline companies was described. The four key priorities for any contractor to consider are:

- **Safety** – What is your safety record? WCB records will be checked, there are no experiments in safety.
- **Quality** – Do you have the qualifications to do the work? The experience?
- **Cost** – Are you competitive?
- **Schedule** – Can you meet deadlines?

A pipeline project moves quickly and there is little margin for error or experiment. Major pipeline companies are seeking contractors with proven records, experience and capability.

There are four types of contract compensation structures:

- **Lump Sum** – one large payment, no flexibility on cost overruns
- **Unit Rate** – cost per meter of pipe laid
- **Time and Material** – bid per hour expended on project that includes all costs
- **Reimbursable plus Fee** – Expenses plus a fee either a monthly fee or a percentage of the contract
- **Mixed Compensation** – combination of two or more

Most contractors would pre-qualify for any pipeline work, including work that would last the lifetime of pipeline construction. This process is designed to streamline the contracting process by identifying the capabilities of contractors, establishing a bid list, eliminating false hope during the bidding process and allowing for the communication of upcoming work and the solicitation of bids.

The three categories upon which contractors are rigorously judged are as follows and include the essential elements that a contractor must have to be considered for a bid list:

### 1. Capability

- safety program - reporting, management and equipment
- drug and alcohol program - testing
- quality assurance program
- key personnel and equipment
- experience with work of similar size and scope

### 2. Capacity

- personnel – qualified, experienced
- equipment – age and type
- finance – assurances from banks
- insurance

### 3. Performance

- safety – track record
- worker's Compensation

- environmental
- schedule – meeting deadlines

Contractors generally have three to five weeks to prepare their bids.

#### 4.5.1 Questions by Participants

When asked about a requirement for bid deposits, Len stated that they are not normally required, though some bonding requirements would be. He re-iterated that contractors who had not pre-qualified would not be invited to submit a bid. Another participant asked whether the pipeline company would examine local contractor capacity. Len responded that the company would examine the capability of local suppliers. For some work, a large contractor would be awarded the work as administering a large number of smaller contracts takes a lot of effort. A question about the possibility of joint ventures elicited a response that Len has seen joint ventures between drilling companies and Aboriginal companies and well-servicing companies and the pipeline company.

#### 4.6 Business Development Opportunities - Anita Perry

The presenter noted that the work of business development was best left to private and government experts and focused on potential opportunities that are transferable between a major pipeline company and other sectors that may be local self-sustaining companies. The likelihood of opportunities with a pipeline project for new businesses was less than for established businesses.

The **Study/Application phase** of pipeline project opportunities for Aboriginal companies are noted below:

- archaeology
- First Nations consultation as required by Final Agreements and regulatory agencies
- land access
- surveying,
- land acquisition and permitting
- traditional ecological knowledge collection
- mapping services
- air charter services
- road clearing
- accommodation
- field studies of wildlife and vegetation

**Construction Phase** opportunities for Yukon companies included:

- clearing and road building
- transportation and maintenance
- safety and security services
- fuel storage and delivers

- concrete and gravel
- building construction and supplies
- small engine and equipment supply and repair
- accommodation
- janitorial services
- trades
- heating ventilation and air conditioning
- office services
- communications equipment

**Operations Phase** opportunities for Yukon companies may include:

- aerial surveillance of right of way
- right of way maintenance
- road maintenance
- janitorial
- office supply and equipment
- weed control
- transportation services
- maintenance

While not all companies set up to take advantage of pipeline project opportunities would be long lasting in a community. Good companies might be contracted by the pipeline company for other projects in other jurisdictions. Participants were encouraged to think beyond the proposed Alaska Highway pipeline project and consider the transferability of business services and opportunities.

#### 4.6.1 Questions by Participants

Anita responded to a question on company sponsored training noting that BP had established a training programme for a specific project for Aboriginal people to become certified to do environmental monitoring. Dan Begley observed that in an instance in northeastern BC, persons who had been involved in project construction had been hired as socio-economic monitors or coordinators to ensure cultural and historic resources were protected.

#### 4.7 Northern Pipeline Project Ltd - Doug Anguish

The Northern Pipeline Projects Limited (NPPL) ([www.northernpipelineprojects.com](http://www.northernpipelineprojects.com)) is a coalition of pipeline contractors and trade unions that represent the shareholders who build mainline pipe throughout Canada. They include:

- Pipeline Contractors Association of Canada ([www.pipeline.ca](http://www.pipeline.ca))
- United Association ([www.ua.org](http://www.ua.org))
- International Union of Operating Engineers ([www.iuoe.org/index.asp](http://www.iuoe.org/index.asp))

- Labourers' International Union of North America(<http://www.liuna.org>)
- Teamsters Union ([www.teamsters.ca](http://www.teamsters.ca))

NPPL aims to provide a skilled workforce and safe worksites to any pipeline project with a goal of on-time, on-budget delivery with compliance to all regulatory, pipeline owner and local requirements. The pipeline construction industry is in an upswing after years of inactivity. The NPPL is targeting the Mackenzie Valley and Alaska Highway pipeline projects to ensure that information on pipeline construction is conveyed to local residents and that relationships, particularly with First Nations and the pipeline crews coming from Southern jurisdictions, are positive. In the past, this has not always been the case and issues of diversity and ethnology are best addressed through clear communication and early cooperation.

As both Northern and Southern workers and companies will be involved in a pipeline project, the NPPL works to address cultural issues through cross-cultural training to ensure all workers understand and communicate with each other. They also work to build trust between local communities and outside workers, contractors and unions.

Safety training was critically important to the NPPL. The Pipeline Contractors Association and the unions in the NPPL had negotiated very specific camp standards including strict policies on drug and alcohol use. Concerns with other Northern communities regarding drug and alcohol use were noted. Regardless of skills and abilities, drug and alcohol use standards meant that anyone who wanted to be a 'pipeliner' had to be able to pass tests and stay 'clean on the job'.

In terms of best practices, NPPL hires experienced and qualified people and tailor trains to suit individual needs and develop new skills. Safety training is provided as well as job-specific training. Job assurances are also provided for those who have completed NPPL training programs. At the Mackenzie Valley Pipeline hearings, NPPL made a commitment to preferential hiring for those individuals who completed the training successfully if a pipeline were to go ahead.

NPPL has also committed to hiring qualified local people first on both the Yukon and NWT pipeline projects. While the money was good in the short-term for a pipeline employee, travel was essential to any long term financial sustainability.

Participants were reminded that pipelines are very expensive to build and that the process to date on northern pipeline construction had been a 'long, bumpy and winding road', in part, because of the lack of understanding in Northern communities. The job of NPPL, like the Alaska Highway Aboriginal Pipeline Coalition, is to help inform communities and build understanding. He concluded by stating that the people of the Yukon are best served by accountable, transparent and organized worksites for pipeline construction workers.

## 5.0 Issues, Barriers and Challenges

The remainder of the first day of the workshop involved breakout group discussions on the question – **“What are the issues and challenges associated with employment, training and business opportunities?”**

Six groups of approximately six individuals addressed each topic separately and reported back to the plenary. The groups self-selected to ensure each contained a variety of different sector representatives to enhance the diversity of perspectives engaged in each discussion group.

### 5.1 Employment and Training

Many groups recognized the interrelated nature of these two topics and discussed them jointly rather than separately as was originally structured. Key themes emerged as well as specific concerns.

#### Key Themes

1. **Lack of Awareness**
2. **Lack of Capacity**
3. **Situation in the Communities**
4. **Skills Transferability**

#### 1. **Lack of Awareness - Insufficient knowledge and information about opportunities**

Participants noted the need for more and better information on employment opportunities, training options and skills requirements. Early understanding, awareness and engagement would allow for more systematic planning and preparation to seize opportunities, particularly due to the lead time on the proposed pipeline project. Participants underlined the need to reach young people using tools appropriate to them including computers and the internet and to develop skills inventories for First Nation communities.

#### 2. **Lack of Capacity - Skills and labour shortages, training and governance**

Participants agreed that a current labour shortage, particularly in the trades, as well as the lead time to train skilled workers posed significant challenges to First Nation communities. The speculative nature of the pipeline was viewed as a barrier to engagement as there was no guarantee of jobs and limited incentive to allocate substantial resources to training. The current lack of training resources was a further barrier to capacity development.

The lack of capacity in the Yukon to train necessitates, in many cases, traveling from the Yukon for extended periods of time to access training in southern jurisdictions. A reluctance to travel from one's home to prepare for employment opportunities was of concern for participants. Further, the need for labour mobility in the pipeline industry was viewed as a barrier for individuals reluctant to leave their communities, and for communities reluctant to encourage the departure of their young people. Participants questioned the cultural value and benefit to the community of the loss of its workers and wondered what the incentive would be for those with new skills and resources to return. One suggestion

included a training bond or contract that would oblige individuals to return to their community to share skills and leave a legacy.

The sheer size of pipeline project development was viewed as having the potential to overwhelm the capacity of First Nations to fully benefit from both employment and business opportunities.

### **3. Situation in the Communities - Drugs and alcohol, literacy and education**

Participants acknowledged that the situation in the communities posed barriers and challenges to engagement on the pipeline project. The problem of drugs and alcohol was recognized and the need to convey to youth the effects and consequences of drug and alcohol use at an early age so that they might make better choices.

The scholastic level in the communities was not at a competitive level with external training and education requirements and this could lead to youth being discouraged from seeking opportunities. Literacy was also viewed as an issue as well as a general disengagement among youth and disinterest in these kinds of training and job opportunities.

Participants noted the need for basic life skills training, finance and management training, gender awareness, and cross-cultural education to better prepare young people for pipeline job opportunities and the pitfalls that can come with them. The lack of high schools in the community created a reliance on Whitehorse for higher education and took children from their communities. The use of English posed barriers for those for whom it was a second language; culturally-appropriate ways of teaching were needed.

### **4. Skills Transferability – building for the long-term**

The boom and bust nature of pipeline work as well as the historic economy of the Yukon in general raised concerns among participants about how any skills developed through training for the pipeline project could be harnessed for long-term career development. Skills transferability was considered an important aspect of any training initiative.

Other cogent points raised by the groups are noted below:

- There is a need to benefit from the experience of other First Nations who have been active in the pipeline process and from whom lessons could be learned;
- An historic culture of entitlement needed to be severed to fully benefit from new opportunities;
- Life in a construction camp was not for everyone and that it created stressors for families;
- There is a need to use the wisdom of retired people to mentor youth;
- Education has to reflect the values of the community, in addition to the community valuing education;
- The biggest barrier to employment and training was the lack of commitment to the pipeline itself.

## 5.2 Business

Groups recognized that the issues, challenges and barriers to business were both universal to any business as well as unique to both the Yukon and the pipeline project. Key themes emerged as well as specific concerns.

### Key Themes

1. **Standard Business Challenges**
2. **Yukon Business Challenges**
3. **Pipeline Context**

1. **Standard Business Challenges** – capital access, business planning, management skills, guidance and mentorship, competition

Participants observed that all business, and particularly new businesses, face basic challenges including lack of experience, lack of access to capital or start up funding, market challenges and competition, labour market weaknesses, lack of or poor quality business planning, lack of management skills etc. These issues led to business success or failure throughout the business community globally and would be largely the same for Yukon businesses and/or First Nation businesses.

2. **Yukon Business Challenges** – labour shortages, labour skills, limited client base, cultural differences, internal First Nation competition and politics

The unique situation in the Yukon posed additional business risks or barriers noted by workshop participants. The Yukon's shallow workforce and skills base combined with a limited client base and supply chain challenges made business success potentially more difficult in the North. The lack of guidance and mentorship was noted as well as the need for more and better business training. Access to, and distance from markets, poses real challenges, particularly in a climate of rising fuel costs.

Further, Yukon businesses tend to be small and/or "lifestyle" businesses, that is, ones in which the owner finds more of a balance between work and lifestyle than her/his southern counterparts might. Adaptability was viewed as a key to success as were case studies to learn from the experiences of others.

Cultural differences for First Nation's businesses were noted including the need to be on the land and away from work at various times of the year. The politics of First Nation's business relations including the competition between businesses owned by First Nation individuals and those owned by First Nation Development Corporations were viewed a potential barrier to engagement.

While inappropriate political influence in the allocation of business opportunities and benefits is a challenge for business everywhere, these issues can be exacerbated in smaller communities such as the Yukon or individual First Nation governments. In small communities, the greater potential for conflict of interest necessitated greater transparency.

### 3. Pipeline Context – speculation, bid and contract requirements

Business barriers specific to the proposed pipeline include the speculative nature of the project itself. Creating new businesses to seize opportunities that do not, and may not, ultimately exist is risky, at best. The short-term nature of the work associated with the pipeline is another business barrier, for without the transferring of business opportunities beyond pipeline work, the long term viability of any new business would be at risk. The ability of businesses to transfer opportunities beyond pipeline work was considered key.

The ability to meet pipeline company requirements for safety, experience, financial capacity, policy development etc., in order to pre-qualify for contracts was viewed as an issue for many businesses. Many Yukon businesses are unfamiliar with the benefits and pitfalls of joint ventures and do not know how to capture potential opportunities. Building capacity, sharing information and training to prepare appropriate policy and programs were considered key.

The size of the tender packages could be a barrier to First Nation businesses as they may not be able to operate on a scale required by the pipeline company. It was noted that First Nations working together would help alleviate some of these issues, but distances between communities as well as history and politics were viewed as barriers.

Other cogent points raised by the groups are noted below:

- Business is about building relationships and sharing information, something the communities are not always good at;
- There is a need to develop business plans that are responsive to different project stages and changing circumstances;
- The boundaries of traditional territories constrain the pursuit of business opportunities;
- The lack of early pre-planning business development and community preparedness to develop impact-benefits agreements was also a constraint;
- There is a need to benefit from the experience of other First Nations including oil sands, NWT and northeast BC to create a better understanding of barriers and opportunities;
- There is a need to harness indirect opportunities from the pipeline;
- There is a need to use and expand existing business resources to harness opportunities (Dana Naye Ventures).

## 6.0 Evening Banquet Keynote Address – Robert Marshall

Chief Ruth Massie introduced Robert Marshall, a professional engineer and Technical Director with the Aboriginal Pipeline Group (APG), who described the APG and other associated training projects and entities.

APG owns one-third of the proposed 1,200 kilometre Mackenzie gas pipeline, valued at a total of \$16.25 billion. Co-venture partners are ConocoPhillips, Shell, Exxon and Imperial Oil, which is the operator of the pipeline and has the largest share of it. The pipeline system will have an initial capacity of 1.2 billion cubic

feet per day. While smaller than the proposed Alaska Highway project, it is a significant volume and can be expanded to 1.8 billion cubic feet per day.

The mandate of the APG is to maximize the long-term financial return to the aboriginal groups of the Northwest Territories through ownership in the pipeline. APG is a 100 percent aboriginally-owned business entity. APG is able to operate without any equity contribution to the project through loans provided through TransCanada Pipeline to cover pre-development costs currently estimated at \$130 million. This is because, as an owner, APG has 15 – 20 year shipping contracts in hand that will ensure loan repayment through toll collection. Once the pipeline is completed, APG will also pay meaningful long-term dividends to its stakeholders.

As a full partner in the project, the APG has a seat on the board of the Mackenzie Gas Project and participates in all of the project committees, the environmental, technical sub-committees, commercial sub-committees etc. APG has a direct voice in the development of the project, as do the other co-venture partners.

The pre-construction phase of the project has been very challenging and has taken much longer than anticipated. Regulatory hurdles have taken four instead of the initially estimated two years and have included two parallel reviews with the National Energy Board focused on technical safety and the Joint Review Panel looking at the environmental and socio-economic impacts of the project.

There are plans for five access and benefit agreements, four of which are complete or nearing completion. Only the Deh Cho have not completed an agreement or signed onto the APG. This is, in part, because they do not yet have their land claim and they are using this project as a lever to negotiate the best land claims agreement that they can.

One of the biggest challenges to the Mackenzie Gas Pipeline project is the availability of a qualified workforce. Aboriginal Futures, a not-for profit society, was formed to focus on the oil and gas related training for aboriginals to participate in the jobs generated by the project. Participants were encouraged to explore the Aboriginal Futures model and consider whether it, or something similar, might be considered in the Yukon.

Aboriginal Futures was formed soon after partners in NWT became aware of the federal Aboriginal Skills to Employment Partnership program (ASEP) which had approximately \$85 million to allocate for training aboriginal persons across Canada.

The organization was formed to take advantage of those training opportunities and resources and is composed of the four major aboriginal regions that the pipeline traverses, the Government of the Northwest Territories and industry partners.

Just under \$10 million was provided by the federal government, the Government of the Northwest Territories and the industry, who contributed equally. There was also some in-kind contribution provided by the four aboriginal regions (Inuvialuit, Gwich'in, Deh Cho and Sahtu).

Program delivery organizations, in each of the four regions, receive the funds and deliver the training. Each region has different training needs, so they have a certain autonomy. They have to provide the data and deliver the programs in order to receive the funds.

As of the middle of 2007, Aboriginal Futures has assessed 2,180 individuals in the north. 1,757 were trained and of those, 636 returned to jobs and 1,587 successfully completed their training program. The training programs range from an aviation pilots license to drill rig training and employment readiness, facilitated life skills, heavy equipment marine training like piloting barges, safety training, trades access, training on the job, truck driving, some basic courses on university access (pre-tech program), upgrade grade 12, emergency medical response, natural resources technician (environmental monitors), small engine repair, and camp catering.

An additional project, the Pipeline and Field Operations Training Program started before the ACEP funding was received and was sponsored by more than just the co-venture partners. Partners included APG, ADCO Frontech, Enbridge, Imperial Oil, TransCanada pipeline, Shell and ConocoPhillips. Aurora College was the lead on delivering all of the training and coordinated the program. However, a lot of the training also involved both SAIT (Calgary) and NAIT (Edmonton). While the focus has been on Northwest Territories, anybody in the Yukon can apply for this training.

The ACEP funding agreement ends March 31, 2008, but another proposal for the next generation of training funds is being prepared.

Anyone involved with training and business opportunities was encouraged to read Calvin Helin's book *Dances with Dependency*. The book recognized an urgent need for Aboriginal labour in Canada. The non-Aboriginal birth rate is in steep decline while the Aboriginal birthrate is increasing. In a climate of labour shortages, "Aboriginal entry into the labour market will be absolutely vital in filling labour market requirements." The author's message is to avoid the culture of dependency by embracing opportunities to train and fill the growing demand for workers. Aboriginal workers are a largely untapped resource that require good training if they are to succeed.

In closing, Robert noted that many people were worried about giving training to the people in their community and then losing that individual from it. This is an issue for the NWT as well, but a different approach is taken. Their view is that any training that you give to any northern or aboriginal person is a success story. If that young individual decides to move to another community then it is a loss to the community, but that training is enriching the future of that individual. So if you just keep giving this training then in the long run as there is more opportunity in your particular community, or near your community and these people will hopefully come back.

## 7.0 Tools for Capturing Benefits

On the morning of Day 2 of the workshop, Facilitator Lindsay Staples summarized the discussion of the previous day and introduced the work of Day 2. The morning comprised breakout sessions on the question – **“What are the instruments for capturing the employment, training and business opportunities?”** Participants were encouraged to consider how a ‘toolkit’ of options to address the challenges discussed on Day 1. The toolkit would involve tools that helped mitigate or minimize a problem or issue and tools that enhance existing opportunities to better harness them.

As on Day 1, six groups of approximately six individuals addressed each topic separately and reported back to the plenary. The groups self-selected to ensure each contained a variety of different sector representatives to enhance the diversity of perspectives engaged in each discussion group.

### 7.1 Employment and Training

The breakout groups identified a number of key themes related to creating a toolkit or addressing the issues, challenges and barriers to employment and training.

1. **Provide Community-Based Training**
2. **Ensure Client-Centred Educational Outreach**
3. **Enhanced Mentorship**
4. **Enhanced Collaboration and Cooperation**
5. **Engage Youth**

#### 1. **Provide Community-Based Training**

The groups emphasized the need to reach potential new employees in the communities where they lived and were most comfortable. Programs to bring itinerant trainers to communities were suggested as was programming designed to meet the specific needs of individual communities including basic life skills training, money management workshops, drug and alcohol awareness and education, resume writing, interview skills and literacy and numeracy training.

#### 2. **Ensure Client-Centred Educational Outreach**

The need for additional education for all parties involved in the potential project was widely recognized. Workshops such as this one were praised and the need for more, identified.

Groups indicated that any materials or messages crafted to educate should be clear, easy to read and in plain language. Training outreach and education should be conducted by First Nation mentors wherever possible, including former trades workers and young people to ensure cultural appropriateness and connection.

A wide variety of educational and outreach materials were suggested including ‘worker awareness kits’ that included simplified job descriptions and educational requirements including a step-wise or ‘roadmap’ approach to career education. A list of trades and careers needed to be created and widely circulated. All new materials should be widely used in specific and targeted workshops, career and job fairs etc and posted

to the new APC website. Drug and alcohol awareness programs targeted to students in junior high and high school were seen as necessary to be more hard-hitting about the serious and long term impacts of abuse.

Accurate skills inventories in each of the communities were widely supported as an essential step to providing necessary training and career counseling. More career counseling capacity was suggested. The unique needs and aspirations of women workers were recognized.

On-the-job training was encouraged, including subsidized or fully funded on-the-job training, as well as sponsored trips to construction sites to learn what jobs are available and how they are done. The use of simulators or simulator worksites for training were suggested. These approaches were discussed in the context of breaking down barriers to understanding what the jobs are and how to access them. The use of electronic bulletin boards (YUWIN) and a 'one-stop shop for training' were suggested as means to reach target groups in a variety of ways.

### **3. Enhanced Mentorship**

The need to learn lessons from the wisdom and experience of other First Nations was a recurring theme throughout the workshop, but was highlighted specifically in these breakout groups. Participants felt that much could be learned from First Nations that had engaged in pipeline work in NWT, Alberta and northeastern BC as well as the Aboriginal Futures Society.

In the communities, the use of role model mentors was encouraged, particularly around trades training and the engagement of young workers. Train-the-trainer workshops were proposed, which would prepare individual First Nations to address their community need specifically and would build local training capacity as well. One-on-one mentorship was also proposed to provide support to young people exploring new career and training opportunities.

The concept of creating a 'community within a community', was proposed, in which First Nation workers would create their own support network on job-sites or at training classes/courses both inside and outside the Yukon to foster a sense of comfort and reduce the intimidation of being separated from one's home and culture.

One group suggested that an oil company be invited to set up an office to mentor and build trust with First Nation business and government. This was viewed as a means to enhance trust and build relationships.

### **4. Enhanced Collaboration and Cooperation**

This theme was pervasive throughout the discussions. From the need for training agencies to become less fragmented to the desire that First Nations governments would work more closely to advance collective interests, the view of participants was that more work was needed to enhance communication, collaboration and cooperation to better serve all interested parties.

Cooperation with the Yukon Mine Training Association was considered valuable, particularly as mining jobs were available now and the skills for it were largely transferable to the pipeline construction sector. Collaboration between First Nations was necessary, particularly in regards to territorial boundaries or areas of overlap. Oil and pipeline companies and First Nations needed to approach any new initiatives with open minds and a spirit of cooperation, not confrontation based on historic relationships.

A joint First Nations 'pipeline preparedness office' or training/career counseling office staffed by First Nation Liaison officers was viewed as a means to avoid overlap and duplication of services while saving money by cutting bureaucracy and channeling resources to those who need training first.

Greater cooperation between all levels of government was encouraged including a review of contract policies between CYFN, governments and the federal HRSDC to adapt to each region and circumstance. Better connections between Yukon College and other colleges including NAIT and SAIT were recommended. Barriers between the college and industry and the college and First Nations needed to be addressed through open dialogue.

## 5. Engage Youth

Because First Nation young people would constitute the majority of workers on any proposed pipeline, their engagement in the work of AHAPC and any outreach programs were viewed as crucial. Bringing more youth to workshops such as this could be an important step to more systemic engagement. The engagement of youth necessitated new approaches to education and 'thinking outside the box'. Youth needed to see and buy into any vision of the opportunities that others perceive exist for them.

Other cogent points raised by group members are noted below:

- Several groups noted that because the Yukon is currently experiencing a labour shortage, particularly in the trades, the need for training is immediate and in many cases transferable to the pipeline project. The perceived barrier that no pipeline meant no incentive to train was not a viable one, in their view;
- First Nations needed to identify those in their communities who are willing to leave the community and those who are not and tailor programs for both;
- The issue of bridging cultural boundaries remains unresolved. A concern about whether there would be time off for hunting or other cultural pursuits needed to be addressed;
- **Stu Mackay from Yukon College** noted that 39% of students at the college are now Aboriginal. He felt that this was the most auspicious time since the 1970s for anyone entering the labour market;
- **Don Austin from UA** indicated that in 2005, all 14 First Nations formed a labour market partnership agreement to intake First Nation citizens between the ages of 15 and 55 interested in working in the skilled trades. The three year program will bring basic skill levels up to a level where those individuals may start an apprenticeship. Yukon College and YTG Advanced Education are partners;
- **Al Doherty from the Yukon Mine Training Association** indicated that the Yukon mining industry will require 2,000-3,000 workers over the next three years and the YMTA is working to ensure Yukoners are trained and ready for those opportunities. He indicated that YMTA has been talking with AHAPC and others about shared opportunities. YMTA currently has over \$2 million from three sources for its work.

## 7.2 Business

The same breakout groups were asked to report back on their top two tools for capturing business benefits. Three trends emerged:

1. **Provide Business Training**
2. **Understand the Yukon Context**
3. **Enhance Cooperation and Create Partnerships**

### 1. Provide Business Training

New and existing Yukon businesses needed more and better training to capture new opportunities. Basic or traditional business training included how to start a business, financing, business planning, business structure, proposal writing, tax obligations and options, liability and insurance needs, ownership structures etc.

### 2. Understand the Yukon Context

Participants acknowledged their need to better understand impacts and benefits agreements and for the pipeline industry to better understand First Nation self-government agreements. AHAPC was encouraged to prepare a template impacts and benefits agreement for distribution to its membership.

More specific training for First Nations by industry was also suggested including understanding contracting provisions and the safety training requirements of the pipeline industry. First Nations and others needed to understand the differences between various economic development corporation models (profit or non profit).

### 3. Enhance Cooperation and Create Partnerships

First Nation Yukon businesses would be well served to work more collaboratively to explore new forms of partnership to enhance their business potential. A critical mass of business working together could more effectively engage the pipeline project, particularly as they will be competing with very large firms from outside the Yukon. Greater liaison between First Nations could help address traditional territory boundary issues.

Yukon businesses could more effectively work together to learn from each other's experiences in order to benefit from them. Learning from the experiences of other First Nations outside Yukon was also viewed as beneficial. It was suggested that businesses could develop management and business experience through joint ventures. Other forms of collaboration included between First Nation governments and industry, teaching institutions, territorial government and the federal government.

Other cogent points raised by group members are noted below:

- There needs to be a shift in First Nation employment from working for the Yukon government to starting up businesses and staying in the private sector. At present there is a lot of comfort working as a government employee. People often go to YTG after being trained elsewhere due to higher wages which drains capacity.
- New businesses find it very difficult to obtain the necessary liability insurance, especially for those businesses that must conform to regulatory safety standards.

- Industry needs to lengthen their contracting processes to allow enough time for companies who have done their planning to meet the necessary qualifications.

## 8.0 Moving Forward: From Workshop to Community Preparedness

In this last plenary section of the workshop, the floor was open to participant comments after Lindsay Staples encouraged a conversation about next steps and a programme of action. While most speakers were not identified in the workshop transcript, those that were are identified by name below.

**Don Austin** commented that the UA would be hosting a two day workshop on partnerships and joint ventures in March 2008. The workshop would be geared to different companies and contractors in Whitehorse, but the First Nation development corporations and their employment training officers would be invited as well.

Another participant encouraged the AHAPC to foster a collaborative relationship with the Yukon Mine Training Association to ensure that a large trained workforce was ready and available for both sectors. This was supported by other speakers as well who noted that now was the time to build capacity to ensure that when the pipeline arrived, the Yukon was ready for it. The transferability of skills between the sectors and the upswing in mining would help the Yukon to avoid the dilemma of training for jobs that may not appear.

A participant active in education and training encouraged the pursuit of resources to enhance career counseling and the materials that counselors need to reach their audience.

One individual raised the paradox of a labour shortage existing in the territory alongside high rates of Aboriginal unemployment. While recognizing the potential for jobs, the reasons for the unemployment had not been examined in the workshop and is a much bigger issue.

Another person pointed to current inequities and the need for industry to understand clearly what First Nation final agreements are and what they imply in terms of respect and balance in discussions around a pipeline. There needs to be shifts in policy and decision-making to respect these agreements.

An individual pointed to the unresolved issue of youth leaving their community to take jobs, sometimes permanently. Populations have lost their youth and stagnated as a result and thus, economic planning discussions need to take place in the communities that will be most impacted by their outcomes.

Lindsay Staples presented a list of potential next steps compiled by Claudia Riveros of AHAPC based on workshop discussions for comment by the group. Items included:

### Action

1. **Improve communication and collaboration within FNs and between partners**
  - share best practices, challenges
  - industry legacy barrier

### Champion

- APC
- CYFN
- YFN Labour Market Partnership
- Trade Wings to Success model?

## Action

- one-stop job bank
- inventory of skills, jobs and community interests
- YFN final self government agreements
- keep separate business and politics
- need balance and equity

### 2. Improve awareness at community level

- on opportunities
- on IBA
- on drug and alcohol prevention and testing

### 3. Training for success

- mentorship, job-shadowing, train-the-trainer
- labour mobility
- skills transferability
- real expectations
- target youth
- career mapping, job/career fairs
- soft skills development (velcro)
- culturally sensitive, innovative, custom programs/ curriculum

### 4. Community economic development planning

- for short and long term impacts
- small business development
- competition within FNs
- success indicators
- labour force siphoning

### 5. Small business development

- contracts
- entrepreneurship

### 6. Act now

- do not need to wait for pipeline

## Champion

- YMTA
- APG (NWT Futures program)?
- HRSDC
- Industry
- YTG

•

- Northern Careers Training Program?
- Trade Wings to Success model?

- Dana Naye Ventures

- Dana Naye Ventures

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In response, participants commented on the need to engage partners now and remember that the cost of being prepared now in the absence of a project may be less than the cost of not being prepared if there is a concrete project.

The discussion moved to information sharing via a website presence for the AHAPC. While no website yet exists, there are plans for one and it will be designed as an information depot. The need for a website was reiterated by several speakers and one cautioned that in order to be effective, any website must have resources for upload and maintenance attached to it or it would quickly become dated and irrelevant. The website might contain a one-stop job bank, up-to-date listing of employment opportunities and an inventory of skilled labour in the communities. Another participant noted the capacity of a website to generate revenue.

The workshop was summarized and participants thanked by Chief Massie in her concluding remarks, and the meeting was adjourned after a Closing Prayer by Elder Jim Miller, of the Ta'an Kwach'an Council.

## Appendix A Workshop Agenda

Tuesday & Wednesday, 20 -21 November 2007

8:30 a.m. - 4:00 p.m.

Fireside Room, Yukon Inn

4220 4<sup>th</sup> Ave., Whitehorse, Yukon, Tel. (867) 667-2527

Contact: Claudia Riveros, tel. (867) 456-7314, cel. (867) 333-4685

Tuesday, 20 November 2007 – Fireside Room		
8:00 - 8:30 a.m.	<b>Registration</b>	Fireside Room
8:30	<b>Opening prayer</b>	
8:35 - 8:55	<b>Welcome and overview of agenda and participants</b>	Chief Ruth Massie Lindsay Staples
	<b>Panel 1 – The Big Picture</b> What are the employment, training and business opportunities, including standards and conditions associated with a pipeline project?	Industry Lindsay Staples
8:55 - 9:00	▪ Introduction	Ron Moore
9:00 - 10:00	▪ Pipeline project timeline and activities	John Skalski
	▪ Employment opportunities and requirements - Presentations - Questions & answers	Desiree Jones
10:00 - 10:20	<b>Refreshment Break</b>	
10:20 - 10:50	▪ Industry-sponsored training opportunities - Presentation - Questions & answers	Dan Begley
10:50 - 11:20	▪ Contracting process - Presentation - Questions & answers	Len Lesser
11:20 - 11:50	▪ Business development opportunities - Presentation - Questions & answers	Anita Perry
12:00 - 1:00	<b>Lunch</b>	Fireside Room

**Tuesday, 20 November 2007 – Fireside Room**

1:00 - 1:30	<ul style="list-style-type: none"> <li>▪ Contractors and unions               <ul style="list-style-type: none"> <li>- Presentation</li> <li>- Questions &amp; answers</li> </ul> </li> </ul>	Doug Anguish
1:30 - 2:45	<p><b>Panel 2 – Issues and Challenges</b></p> <p>What are the issues and challenges associated with employment, training and business opportunities?</p> <p><b>Employment</b></p> <ul style="list-style-type: none"> <li>▪ Job qualifications</li> <li>▪ Union Membership</li> <li>▪ Labour dispatch process</li> <li>▪ Labour force mobility</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>▪ Community level training needs assessment</li> <li>▪ Availability of career planning guidance</li> <li>▪ Access to training programs and institutions</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>▪ Size of tender packages</li> <li>▪ Lead time</li> <li>▪ Bid preparation standards</li> <li>▪ Health and safety standards</li> <li>▪ Environmental standards</li> <li>▪ Price competitiveness</li> </ul>	<p>All participants</p> <p>Lindsay Staples</p> <ul style="list-style-type: none"> <li>▪ Skill transferability</li> <li>▪ Drug and alcohol testing</li> <li>▪ Work schedules</li> <li>▪ Preferential hire provisions</li> <li>▪ Training program educational prerequisites</li> <li>▪ Program funding</li> <li>▪ Trainee funding assistance</li> <li>▪ Timely delivery requirements</li> <li>▪ Availability of venture capital</li> <li>▪ Preferential contracting provisions</li> <li>▪ Joint ventures/partnerships</li> <li>▪ Advantages of partnerships within First Nations</li> <li>▪ Cultural differences</li> </ul>
2:45 - 3:00	<b>Refreshment Break</b>	
3:00 – 3:55	<b>Panel 2 – Continued</b>	<p>All Participants</p> <p>Lindsay Staples</p>
3:55 - 4:00	<b>Concluding remarks and adjournment</b>	Chief Ruth Massie
4:00 p.m.	<b>Closing Prayer</b>	
6:00 p.m.	<b>Sundog Carvers Exhibition</b>	Fireside Room
6:30 - 8:00 p.m.	<p><b>Banquet</b></p> <p><b>Aboriginal Pipeline Group, Mackenzie Valley Gas Project – A Case Study</b></p> <p>Robert Marshall, Technical Director, APG</p>	

**Wednesday, 21 November 2007 – Fireside Room**

8:30 a.m.	<b>Opening prayer</b>	
8:35 - 8:50	<b>Welcome and overview of agenda</b>	Chief Ruth Massie
8:50 - 9:00	<b>Recap from Tuesday</b>	Lindsay Staples
9:00 - 10:15	<p><b>Panel 3 – Tools for Capturing Benefits</b></p> <p>What are the instruments for capturing the employment, training and business opportunities?</p> <ul style="list-style-type: none"> <li>▪ Understanding of opportunities</li> <li>▪ Understanding of community needs and interests</li> <li>▪ Skilled and educated labour force</li> <li>▪ Career planning</li> <li>▪ Community economic development planning</li> <li>▪ Entrepreneurship</li> <li>▪ Partnerships</li> </ul>	<p>All participants</p> <p>Lindsay Staples</p>
10:15 – 10:30	<b>Refreshment Break</b>	
10:30 – 11:00	<b>Panel 3 – Continued</b>	<p>All participants</p> <p>Lindsay Staples</p>
11:00 - 11:20	<ul style="list-style-type: none"> <li>▪ Community economic development planning</li> </ul>	Murray Arsenault
11:20 - 11:40	<ul style="list-style-type: none"> <li>▪ Government-sponsored training opportunities</li> </ul>	Stu Mackay
11:40 – 12:00	<ul style="list-style-type: none"> <li>▪ Yukon First Nation labour market partnership</li> </ul>	Don Austin
12:00 - 1:00	<b>Lunch</b>	Fireside Room
1:00 - 2:45	<p><b>Moving Forward: From Workshop to Community Preparedness</b></p> <ol style="list-style-type: none"> <li>1. What framework or tool kit could APC develop to assist individual FNs in securing employment, training and business opportunities associated with the proposed Alaska Highway pipeline project?</li> <li>2. How should it be done and who should do it?</li> <li>3. When should it be done?</li> </ol>	<p>All Participants</p> <p>Lindsay Staples</p>

**Wednesday, 21 November 2007 – Fireside Room**

2:45 - 3:00      **Refreshment Break**

3:00 - 3:50      **Moving Forward – Continued**

All Participants

Lindsay Staples

3:50 - 4:00      **Concluding remarks and adjournment**

Chief Ruth Massie

- Conclusion
- Workshop evaluation form
- Workshop travel forms

4:00 p.m.      **Closing Prayer**

**Thank You!**

Please recycle name tags.

Presented by the Alaska Highway Aboriginal Pipeline Coalition

In partnership with:

Government of Canada

Yukon Government

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## Appendix B April 12-13 2007 Introductory Workshop Outcomes

### Alaska Highway Aboriginal Pipeline Coalition

### Introductory Workshop - Whitehorse, Yukon

April 12 – 13, 2007

### Recommendations for APC Work Planning

#### 1. General Points:

- a) Take action now to be better prepared for environmental assessment and regulatory reviews and processes. It may involve an element of financial risk given project uncertainties, but should be pursued. The negative consequences of delaying the work outweigh those of proceeding with planning work.
- b) Affected First Nations along corridor should network directly with First Nation communities having comparable experience.
- c) Timing?
- d) Establish community liaison function to facilitate discussions and information sharing between First Nations' communities, Industry and Governments.
- e) Initiate community information sessions as appropriate.
- f) Establish working committees, as appropriate, to prepare and follow-up on workshops.
- g) Prepare reports, "templates", background information on each of the workshop topics.
- h) Additional funding required, in this pipeline preparedness phase, to further the discussions resulting from the workshop discussions and community information sessions.

#### 2. Regulatory Matters:

- a) Convene multi-day workshop(s) with First Nations, Federal and Territorial governments, and Industry to address the following:
  - i. environmental assessment, process scenarios, fundamentals and requirements including:
    - o applicable legislation (YESEA) and noteworthy provisions;
    - o scope of matters to be addressed;
    - o information requirements;
    - o key issues and interests;
    - o coordination and efficiency;
    - o roles and responsibilities; and
    - o role and incorporation of traditional knowledge.

- b) Regulatory authorizations, permitting and associated processes:
  - i. First Nations' preparedness and requirements as regulators (e.g. access provisions, applicable land rules, etc.);
  - ii. process requirements of all regulators and related regulatory "road map" and affected organizations;
  - iii. legal and process requirements to conduct field work programs and studies;
  - iv. information requirements;
  - v. roles and responsibilities; and
  - vi. role and responsibility of traditional knowledge.

### **3. Environmental (Biophysical) Matters:**

- a) Convene multi-day workshop(s) with First Nations, Federal/Territorial Governments, and Industry to discuss and address:
  - i. linkages between environmental features – project design options – potential impacts – mitigation;
  - ii. study program:
    - scope;
    - design;
    - First Nations participation;
    - required approvals;
    - traditional knowledge studies – design, implementation and application;
  - iii. compensation;
  - iv. environmental monitoring arrangements, participation and training; and
  - v. models for reclamation and restoration.

### **4. Socio-economic Matters:**

- a) Convene multi-day workshop(s) with First Nations, Federal/Territorial Governments, and Industry to discuss and address:
  - i. consultation requirements;
  - ii. valued components (key issues and interests) of the socio-economic environment;
  - iii. study program:
    - scope;
    - information requirements;
- b) traditional use studies;
- c) relevant industry programs and policies (hunting access);
- d) shared responsibility of governments and industry;
- e) enhancement and mitigation agreements:
  - i. socio-economic agreement;
  - ii. participation/cooperation agreements;
  - iii. impacts and benefits agreements/access and benefits agreements;
- f) range, type and sustainability of potential project benefits; and

g) appropriate comparative case studies.

**5. Employment, Training and Business Opportunities:**

- a) Convene multi-day workshop(s) with First Nations, Federal/Territorial Governments, and Industry to discuss and address:
- i. skills and interests of the community members in pipeline study and construction work;
  - ii. employment and business opportunities in study work phase and during inspection
  - iii. community plan for the purpose of developing a workforce and business ventures that are sustainable beyond pipeline construction;
  - iv. current and future programming for training;
  - v. instruments for capturing opportunities (preferential options):
    - joint venture development;
    - impact benefit agreements;
    - other possibilities;
  - vi. mobility of First Nation workforce;
  - vii. industry requirements/standards for entering into contracts:
    - health and safety;
    - environmental protection program;
    - quality control – in consideration of timeliness and cost;
  - viii. First Nations interests/initiatives in economic development;
  - ix. spin-off (collateral) business opportunities of a long-term nature;
  - x. company experience with service providers for potential partnering with First Nations;  
and
  - xi. barriers to First Nations businesses.