



ONTARIOPOWER  
GENERATION

# Reconciliation *Action Plan*

October 2021

## ABOUT THE ARTIST



*“Ode to the Canoe”  
by Patrick Hunter*

**Patrick Hunter** is a two-spirit Ojibwe painter, graphic designer and entrepreneur from Red Lake, ON. In 2011, he made the move to Toronto to pursue a career in the visual arts after completing the graphic design program at Sault College in Sault Ste. Marie, ON.

After spending too long working in the service industry, it became clear that a major career move would need to be made. In 2014, knowing that his cultural background was an asset to his success, he launched Patrick Hunter Art & Design, specializing in original and digital

artwork and designs from his Ojibwe roots with the intent to create a broader awareness of Indigenous culture and iconography.

He is best known for his paintings in the Woodland art style. However, he is also making a name for himself in the corporate world through artistic and graphic collaborations with RBC, Ernst & Young, Staples Promotional Products, Purolator and the Chicago Blackhawks, to name a few.

During the pandemic, Patrick’s dream to create a positive future for his people has led him to

create a virtual paint class series. He teaches people of all ages, from all over Canada, about his culture, Woodland art and how to paint in a fun, stress-free environment. “I want to create legions of Indigenous artists to put more of our beautiful culture into more public spaces”, he says.

He currently resides in Toronto, but makes frequent trips to his roots in northern Ontario to stay connected to the land, see family and the friends he has met along his journey as an artist.



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## ABOUT ONTARIO POWER GENERATION



*Peter Sutherland Senior Development Partnership*

Ontario Power Generation (OPG) is a climate change leader with one of the most diverse generating portfolios in North America. We invest millions in local economies and employ thousands of people to maintain a modern, sophisticated energy fleet.

In Ontario, we own and operate 66 hydroelectric, two nuclear, two thermal generating stations and one solar facility. Our subsidiary, Atura Power, operates our four gas generating stations. OPG also owns two nuclear generating stations, which are leased on a long-term

basis to Bruce Power L.P. In the United States, our subsidiary Eagle Creek Renewable Energy owns and operates 86 hydroelectric stations.

Having delivered one of the world's single largest climate change actions by closing our coal stations, OPG now looks to the future. We are investing in our current assets as well as new technologies that will drive the clean economy – from transportation electrification, to small modular reactors, to energy storage and micro grids.

## A MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT & CEO

**As Canadians continue to come to terms with the painful truth of the residential school system and the inter-generational impacts to Indigenous peoples and communities, we must acknowledge that reconciliation is a critical nation-building project for our country – one that we must all contribute to.**

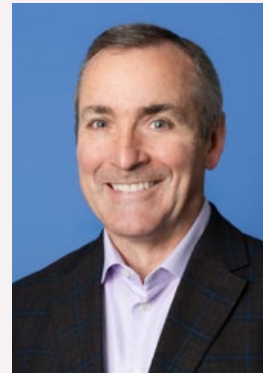
For more than a century, Ontario Power Generation and its predecessor companies have produced essential electricity for the province, while operating on the treaty lands and traditional territories of Indigenous peoples.

While there have been many positives to come out of this long legacy, we also acknowledge the impacts our operations have had on Indigenous peoples and their lands. And we are determined to seek meaningful ways to demonstrate reconciliation.

The Truth and Reconciliation Commission outlined 94 Calls to Action urging all levels of government and non-governmental organizations to work together to repair the harm caused by residential schools and to advance reconciliation. Call to Action #92 specifically calls on corporate Canada to help create a better future.

OPG accepts this responsibility. Our first Reconciliation Action Plan (RAP) will serve as our road map for how we intend to continue to engage and work with Indigenous communities, businesses and organizations to advance reconciliation.

The Plan outlines our overall goals and the supporting actions we will take to enhance



Indigenous procurement, increase Indigenous representation across all levels of our company, strengthen environmental stewardship, and improve awareness and understanding of Indigenous culture, history, and perspectives within OPG – from our employees to our Board of Directors.

Through working and partnering with Indigenous communities, we have seen the lasting economic benefits that come from clean power. This has included increasing the participation of Indigenous businesses in our major projects as well as partnering with Indigenous communities on new generation projects that will continue to provide stable revenue streams for year to come.

While we are proud of these accomplishments, we know there is still much more to do.

A key action within our plan is to grow our economic impact for Indigenous communities and businesses to \$1 billion over the next 10 years, through our ongoing operations, projects and initiatives.

We know we cannot do this on our own. We will work diligently to strengthen existing relationships with Indigenous communities, organizations and businesses and to form new partnerships with post-secondary institutions, our union partners and our vendor community to create new opportunities for respectful collaboration as we strive to accomplish our goals.

We will take meaningful actions to drive successful outcomes and we will be transparent in measuring and sharing our progress to ensure accountability. Our Plan is a living document that will continuously evolve as new initiatives and opportunities emerge.

We look forward to engaging with Indigenous communities on our Plan as we move forward on this important journey. Through continued respectful dialogue and understanding, we will work together to build a brighter future.

Thank you and be well.

Handwritten signatures in blue ink. The signature on the left is 'Wendy Kei' and the signature on the right is 'Ken Hartwick'.

**Wendy Kei,**  
Board Chair

**Ken Hartwick,**  
President & CEO



HOW WE GOT HERE

# Our Journey

OPG and its predecessor companies have generated electricity in this province for over a century. It's a heritage marked by service to the people of Ontario and a commitment to the principle of generating power with purpose.

Over two decades ago, our company realized that in order to move forward in building respectful relationships with Indigenous communities and peoples, we first had to look at our past. This meant acknowledging that hydroelectric development over the better part of the 20th century had significant adverse impacts on many Indigenous communities in Ontario.

In 1992, our company developed a formal framework to assess and resolve historic grievances, largely related to the flooding of First Nation reserve lands. Since then, OPG has reached final settlement agreements

and delivered formal apologies to 21 First Nation communities through a respectful, non-adversarial and community-based process. This involved many challenging conversations; but more than anything, it required us to listen, to learn and to understand the truth about our history.

In many ways, this was the beginning of our reconciliation journey. By acknowledging our past, we could begin renewing our relationships with Indigenous communities and peoples over time. It also laid the groundwork for future clean power development partnerships. Today, we have now completed equity partnerships with five First Nation communities on four new generation projects, including a solar facility built on the former grounds of one of North America's largest coal stations.

Together with our Indigenous partners, we created jobs, trained skilled workers, provided

lasting economic benefits, and built power projects that continue to supply Ontario with carbon-free electricity.

We have involved all our employees in this journey by providing training on Indigenous Relations and by building awareness of our responsibility as a company to work for the greater good of the province and all its residents. Most recently, our company received Gold Certification through the Canadian Council for Aboriginal Business' Progressive Aboriginal Relations program in 2021.

We are proud of how far we've come but we know there is still much more we need to do. We remain steadfast in our commitment to continuing our reconciliation journey. **To guide our actions, we have identified five key goals that build on our progress to date.**

WHAT WE ARE WORKING TOWARDS

# Our Goals

Commit to reconciliation as a journey and track progress on accountability with metrics and targets around commitments.

Build positive and mutually beneficial relationships with Indigenous communities and peoples based on respect and understanding.

Create an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and peoples across our company.

Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership.

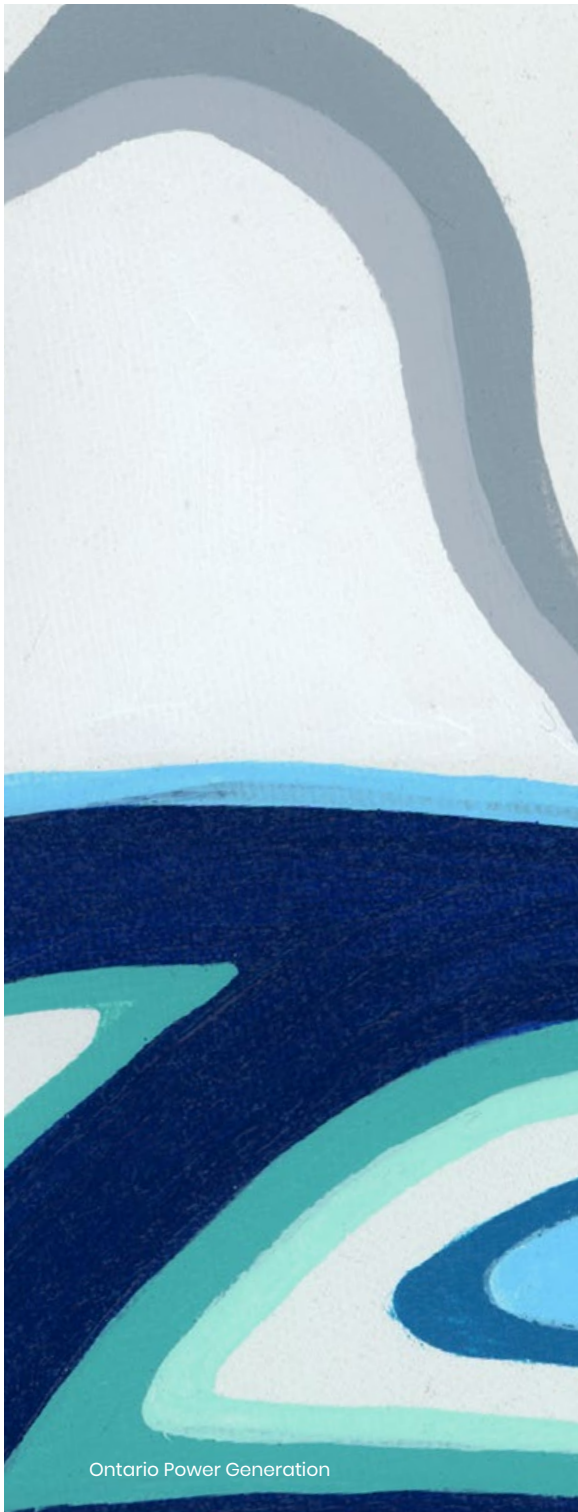
Be a trusted partner in environmental stewardship and an ally in addressing climate change.



# Our Reconciliation Action Pillars







PILLAR 1:

# Leadership

## PILLAR 1: LEADERSHIP

### Commit to reconciliation as a journey and track progress on accountability with metrics and targets around commitments

Action	Details	Target / Goal	Timeline
<b>Establish enterprise-wide oversight of the RAP implementation</b>	<ul style="list-style-type: none"> <li>Establish a leadership team responsible for overseeing OPG's strategy, actions and results regarding the RAP</li> </ul>	RAP Leadership Committee (RAP-LC) established	2022
<b>Ensure the delivery of OPG's RAP strategy, actions and results</b>	<ul style="list-style-type: none"> <li>Establish an operational team responsible for delivering OPG's RAP strategy, actions and results</li> </ul>	RAP Working Group (RAP-WG) established	2022
<b>Expand OPG's Indigenous Relations training to include annual Indigenous cultural competency training for the Board and Executive Leadership Team</b>	<ul style="list-style-type: none"> <li>Establish and facilitate an annual Indigenous cultural competency training program for the Board of Directors and Executive Leadership Team</li> </ul>	Annual Indigenous cultural competency training for Board and Executive Leadership Team	2022
<b>Continue to incorporate Land Acknowledgements into Board meetings</b>	<ul style="list-style-type: none"> <li>Commence every Board meeting with a Land Acknowledgement</li> </ul>	Land Acknowledgements and personal reconciliation reflections incorporated into Board meetings	Ongoing
<b>Link RAP commitment into management performance plan goals</b>	<ul style="list-style-type: none"> <li>Incorporate RAP actions and commitments into People Leader annual performance plan goals</li> </ul>	Actions and commitments included in annual performance plans	2022

## Commit to reconciliation as a journey and track progress on accountability with metrics and targets around commitments

Action	Details	Target / Goal	Timeline
<p><b>Continue to ensure OPG’s policies are aligned with and support reconciliation principles as part of the ongoing review process</b></p>	<ul style="list-style-type: none"> <li>Review and update OPG’s Indigenous Relations (IR) Policy to reflect reconciliation principles</li> </ul>	IR Policy updated to reflect reconciliation principles	2021 & ongoing
	<ul style="list-style-type: none"> <li>Develop a resource guide to support the consideration and incorporation of reconciliation principles as part of regular policy review process</li> </ul>	Resource guide developed	2022
<p><b>Establish a system to formalize tracking of OPG’s RAP actions and results</b></p>	<ul style="list-style-type: none"> <li>Establish processes and capabilities to track, measure and publicly report on OPG’s progress towards its RAP commitments on an annual basis</li> </ul>	System in place with ability to produce reports	2023



PILLAR 2:

# Relationships

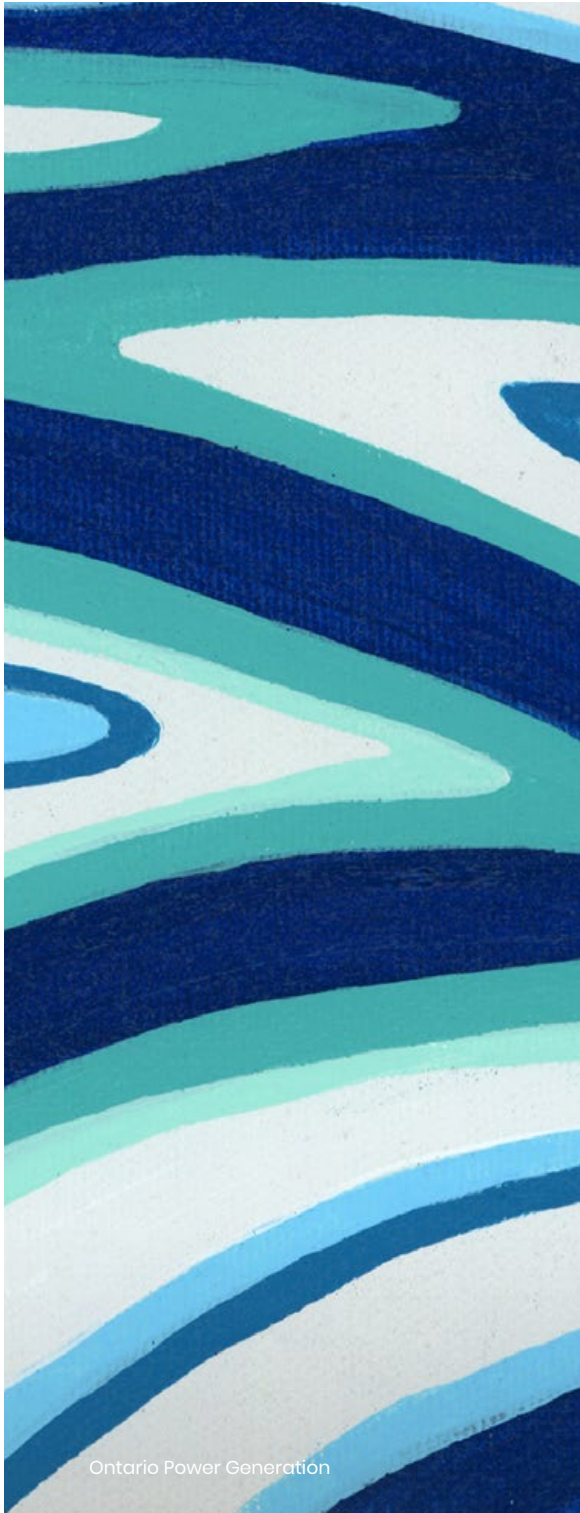
## Build positive and mutually beneficial relationships with Indigenous communities and peoples based on respect and understanding

Action	Details	Target / Goal	Timeline
<b>Proactively seek feedback on community engagement and communications and address gaps</b>	<ul style="list-style-type: none"> <li>Conduct a survey with Indigenous communities proximate to OPG operations to assess the frequency and adequacy of engagement and communication</li> <li>Develop strategy to address gaps and increase opportunities for communication</li> </ul>	One survey conducted	2023
<b>Enhance support for Indigenous initiatives</b>	<ul style="list-style-type: none"> <li>Increase the annual Corporate Citizenship Program funding for Indigenous initiatives</li> </ul>	10% increase to overall annual Indigenous investment program	2022
<b>Enhance Indigenous community outreach and collaboration within OPG's dam safety program and initiatives</b>	<ul style="list-style-type: none"> <li>Identify opportunities and initiatives to enhance OPG's dam safety program to support Indigenous community safety programs including emergency response and preparedness</li> <li>Collaborate with one or more Indigenous partners to develop a culturally appropriate water safety promotion initiative geared toward Indigenous youth</li> </ul>	<p>Identify and assess opportunities and initiatives</p> <p>Indigenous youth water safety initiative launched</p>	<p>2022</p> <p>2023</p>

## PILLAR 2: RELATIONSHIPS

### Build positive and mutually beneficial relationships with Indigenous communities and peoples based on respect and understanding

Action	Details	Target / Goal	Timeline
<p><b>Continue to collaborate with local Indigenous communities to weave Indigenous knowledge and values into the development of the OPG campus</b></p>	<ul style="list-style-type: none"> <li>The OPG Campus will create spaces to facilitate reconciliation, further environmentally sustainable goals and reflect relationships with local Indigenous communities. In addition, its design will reflect the importance and significance of OPG's relationship with Indigenous communities. This approach will include:               <ul style="list-style-type: none"> <li><i>Incorporation of Indigenous cultural aspects and values in the design of the new building/site</i></li> <li><i>OPG will work with our contract partner to establish procurement and employment equity goals for the project</i></li> <li><i>Require our contract partner to hire an Indigenous architecture firm to consult on Indigenous design elements</i></li> </ul> </li> </ul>	<p>Establish procurement and employment goals for the project</p> <p>Indigenous cultural elements incorporated in the design of the new OPG campus</p>	2023
<p><b>Ensure consistent and transparent engagement with local Indigenous communities covering the four pillars of the Canadian Centre for Nuclear Sustainability (CCNS):</b></p> <ul style="list-style-type: none"> <li>Environment</li> <li>Community</li> <li>Economy</li> <li>Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate participation and input of local Indigenous communities into preliminary decommission plans, and innovation projects and site repurposing planning; incorporating Indigenous Knowledge and world-view</li> <li>Leverage Indigenous Opportunities Network program for employment opportunities</li> <li>Develop supply chain opportunities</li> <li>Support Supply Chain capacity building by hiring an Indigenous Economic Development Officer</li> <li>Incorporate Indigenous presentation/leaders/content into CCNS programming through the Indigenous Advisory Council</li> </ul>	<p>Quarterly Indigenous Advisory Committee meetings</p> <p>Economic Development Officer in role</p>	<p>2022</p> <p>2022</p>



PILLAR 3:

# People

## Create an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and peoples across our company

Action	Details	Target / Goal	Timeline
<b>Continue to communicate current Indigenous cultural celebration events and learning opportunities and promote participation</b>	<ul style="list-style-type: none"> <li>• Increase opportunities for all OPG employees to participate in Indigenous cultural celebration and learning events (National Indigenous Peoples Day, Louis Riel Day, National Day for Truth and Reconciliation)</li> <li>• Continue to provide training sessions to advance meaningful learning about Indigenous culture, history and perspectives</li> </ul>	<p>Hold three company-wide events per year</p> <p>Ongoing lunch-and-learn sessions</p>	Ongoing
<b>Build awareness and promote participation in RAP implementation across OPG</b>	<ul style="list-style-type: none"> <li>• Develop internal RAP communications plan and distribute ongoing updates and communications regarding OPG’s RAP efforts to raise awareness and encourage participation across the organization</li> </ul>	Communications plan developed	2023
<b>Provide resources to all OPG employees to increase knowledge, understanding and learning</b>	<ul style="list-style-type: none"> <li>• Create an internal online Reconciliation Knowledge Hub that will:                             <ul style="list-style-type: none"> <li>- Provide information and resources to support the incorporation of land acknowledgements and meaningful discussion on reconciliation topics</li> <li>- Provide resources, advice and a platform for discussion to raise understanding of traditional Indigenous knowledge, culture and practices</li> <li>- Share information on community engagement opportunities and best practices</li> </ul> </li> </ul>	Reconciliation Knowledge Hub established	2022
<b>Enable and encourage Indigenous employees to self-identify</b>	<ul style="list-style-type: none"> <li>• Create opportunities to enhance self-identification</li> </ul>	Accurately reflect Indigenous representation among workforce	2023



## Create an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and peoples across our company

Action	Details	Target / Goal	Timeline
<b>Enhance current strategic approaches to Indigenous recruitment</b>	<ul style="list-style-type: none"> <li>In partnership with Indigenous Opportunities Network (ION), establish an approach to Indigenous recruitment to grow the Indigenous talent pool at OPG and within the broader energy industry. This approach will include:                             <ul style="list-style-type: none"> <li>Attending career fairs within Indigenous communities</li> <li>Establishing partnerships with Indigenous professional associations, Indigenous student organizations and post-secondary institutions</li> </ul> </li> </ul>	<p>Establish annual work plan with quarterly review</p> <p>Place 20 candidates per year</p>	2022
<b>Increase representation of Indigenous employees across all levels at OPG</b>	<ul style="list-style-type: none"> <li>Develop and implement strategies to achieve Labour Market Availability (LMA) of Indigenous people across all levels of OPG</li> </ul>	Achieve LMA target	2031
<b>Foster the next generation of Indigenous Energy professionals</b>	<ul style="list-style-type: none"> <li>Develop and support recruitment strategies for Indigenous students with post-secondary institutions</li> </ul>	Establish a strategic partnership with a post-secondary institution	2023
<b>Identify and eliminate barriers to advancement and progression of Indigenous employees at OPG</b>	<ul style="list-style-type: none"> <li>Leverage existing information and ongoing consultation (surveys, focus groups) with Indigenous employees to identify and address barriers</li> </ul>	Evidence of increased advancement of Indigenous employees	2026
<b>Explore opportunities to increase mentorship of Indigenous employees</b>	<ul style="list-style-type: none"> <li>Build on existing mentoring initiatives to better reflect Indigenous employees' experiences and needs</li> </ul>	Increase access to mentorship opportunities	2026



PILLAR 4:

# Economic Empowerment

**PILLAR 4: ECONOMIC EMPOWERMENT**

**Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership**

Action	Details	Target / Goal	Timeline
<b>Continue to grow our economic impact for Indigenous communities and businesses through our operations, projects and initiatives</b>	<ul style="list-style-type: none"> <li>Maximize opportunities for Indigenous business participation in OPG operations, projects and initiatives</li> </ul>	Reach \$1 billion in economic impact through Indigenous procurement and ongoing equity partnership revenues	2031
<b>Implement an IT platform to improve Indigenous procurement, tracking and outreach</b>	<ul style="list-style-type: none"> <li>Use existing and new IT systems to add vendors to OPG’s supply base and manage Indigenous vendor information, spend and forecasting for planning</li> <li>Develop a tracking mechanism to profile and collect information on OPG’s Indigenous suppliers</li> </ul>	Accurately reflect Indigenous procurement spend and promote use of Indigenous businesses	2022
<b>Invest in dedicated resources to achieve procurement goals across the business</b>	<ul style="list-style-type: none"> <li>Implement a team in Supply Chain dedicated to increasing Indigenous procurement at OPG</li> <li>This team will be influencers across the company, wherever procurement exists</li> <li>Inform and educate OPG employees within procurement on Indigenous suppliers and opportunities to advance Indigenous procurement</li> </ul>	Dedicated Supply Chain team for Indigenous procurement	2022
<b>Develop outreach strategies to engage Indigenous businesses and improve internal processes and opportunities</b>	<ul style="list-style-type: none"> <li>Establish a regular schedule of engagement opportunities with Indigenous vendors</li> <li>Maintain corporate memberships with Indigenous business councils (Canadian Council for Aboriginal Business, Canadian Aboriginal and Minority Supplier Council)</li> </ul>	Increase Indigenous vendors and procurement spend	Ongoing

## PILLAR 4: ECONOMIC EMPOWERMENT

### Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership

Action	Details	Target / Goal	Timeline
<b>Increase spend with Indigenous vendors to build capacity and experience</b>	<ul style="list-style-type: none"> <li>Add more Indigenous vendors to OPG's supplier list with a view to securing a purchase order award to each one, with a target of 30</li> </ul>	30 purchase orders issued to new Indigenous vendors	2022
<b>Work with OPG vendors to promote expectations for Indigenous procurement</b>	<ul style="list-style-type: none"> <li>Use evaluation criteria in procurement process to establish points/ratings for vendors who have developed a Reconciliation Action Plan/ Indigenous Engagement Plan</li> <li>Communicate OPG's RAP goals and expectations to vendors</li> <li>Share our knowledge, experience and Indigenous vendor database with our suppliers</li> </ul>	Tier 1 and 2 vendors will be aware of OPG's RAP goals and expectations	2021
<b>Expand opportunities for Indigenous businesses to participate in nuclear procurement</b>	<ul style="list-style-type: none"> <li>Establish Nuclear Qualified (QA Program) Indigenous Vendors</li> <li>Help Indigenous businesses to meet the Quality Assurance qualifications to participate in nuclear business at OPG</li> </ul>	2 Nuclear Qualified (QA Program) Indigenous vendors	2023
<b>Establish contracts with Indigenous businesses that support recurring procurement</b>	<ul style="list-style-type: none"> <li>Establish Master Services/Vendor of Record (VOR) agreements with Indigenous businesses</li> </ul>	2 Indigenous Vendors of Record agreements established	2023

**PILLAR 4: ECONOMIC EMPOWERMENT**

**Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership**

Action	Details	Target / Goal	Timeline
<b>Increase Indigenous procurement spend</b>	<ul style="list-style-type: none"> <li>• Increase Indigenous procurement with the goal of achieving minimum 5% of total OPG spend per year, by 2025</li> <li>• It is expected to see incremental spend leading up to 2025, toward this goal, including the qualification of vendors to support nuclear, and increased use of Indigenous companies as sub-vendors and joint ventures in Nuclear</li> </ul>	Indigenous spend will account for 5% of total OPG spend per year	2025
<b>Communicate expectations related to Indigenous procurement with OPG's Vendor community</b>	<ul style="list-style-type: none"> <li>• Communicate expectations through a formal letter to all vendors to support OPG's strategic procurement goals, including Indigenous engagement. Progress will be expected to be reported by vendors during established scorecard process to measure vendor performance</li> </ul>	Strategic procurement goals will be clearly communicated to all vendors	2021
<b>Establish formal commitments to RAP procurement actions from all OPG business leaders</b>	<ul style="list-style-type: none"> <li>• Within the company, establish a commitment to the RAP procurement actions from all business leaders, including all Fleet Operations, Enterprise Projects and Corporate, as well as subsidiary companies</li> </ul>	Commitment to RAP procurement actions from all OPG business leaders	2021



Ontario Power Generation

PILLAR 5:

# Environmental Stewardship

## Be a trusted partner in environmental stewardship and an ally in addressing climate change

Action	Details	Target / Goal	Timeline
<b>Proactively engage with Indigenous communities and organizations on OPG's Climate Change Plan</b>	<ul style="list-style-type: none"> <li>Proactively engage with Indigenous communities and organizations to promote and increase awareness of OPG's Climate Change Plan and identify opportunities to collaborate and support climate change initiatives</li> </ul>	Develop Indigenous Climate Change engagement plan with clear goals and targets	2022
<b>Increase Indigenous community engagement and participation in OPG's internal Biodiversity Conservation Plans</b>	<ul style="list-style-type: none"> <li>Revise OPG's Biodiversity Conservation Plans to identify opportunities to promote increased Indigenous community engagement and participation</li> <li>Consider traditional ecological knowledge when planning for land reclamation or biodiversity projects</li> <li>Include action steps to increase communication between OPG and Indigenous communities</li> </ul>	Collaborate with Indigenous communities on biodiversity conservation initiatives	2023
<b>Increase Indigenous participation in OPG's Regional Biodiversity Program (RBP)</b>  <b>Increase involvement of Indigenous communities and businesses on OPG's biodiversity conservation plan</b>	<ul style="list-style-type: none"> <li>Establish/refine criteria in the RBP request for proposal application process to ensure clarity to make it accessible to Indigenous businesses and communities</li> <li>Where appropriate include traditional ecological knowledge into the projects that are awarded through the RBP</li> </ul>	Conduct outreach to support connection between OPG and Indigenous communities	2023



# Our Stories







## OUR STORIES

# OPG's partnership with Taykwa Tagamou Nation powering northeast Ontario

**On the Abitibi River in northeastern Ontario, almost two years of construction and eight years of planning culminated in a new hydroelectric station capable of powering 25,000 homes and businesses with clean, renewable and affordable power.**

The 28-megawatt (MW) Peter Sutherland Sr. Generating Station (GS), located about 80 kilometres north of the town of Smooth Rock Falls on the New Post Creek, went into service in the spring of 2017, well ahead of its scheduled 2018 target. In addition, the \$300-million project stayed on budget.

That is a testament to the solid planning and execution between OPG and its partner in the development, Coral Rapids Power, a wholly owned company of the Taykwa Tagamou Nation (TTN). The generating station, which is named after a respected TTN Elder, has made a positive impact on the First Nation.

"We had 49 TTN members working on the project at one point in various capacities, which was significant for our First Nation partner," said Paul Burroughs, Project Director at OPG. "They were part of the project team working to help make this a success."

As part of the project agreement, Coral Rapids Power has a one-third ownership in the facility, meaning they will receive a share of profits from the station and be a partner for life over the 90 or so years the plant is expected to operate. As the TTN's first foray into hydro development, the project took several decades to get off the ground before the First Nation agreed to partner with OPG in 2007 as part of a past grievances settlement. Construction of the station began in 2015.

The project provides the TTN community with a long-term investment opportunity and a sustainable economic base. It also provides spinoff benefits for the entire northeast region.

"The relationship we've built with OPG is based on a foundation of respect, trust, and working toward a common goal," said Wayne Ross, President of Coral Rapids Power. "There have been many benefits from this project for our community, including well-paying jobs, transferable skills and a long-term revenue stream."

In addition, approximately \$53.5 million in subcontracts were awarded to TTN joint-venture businesses through competitive procurement processes during the construction phase of the station.

"The partnership is about creating a lifelong relationship with the First Nation," said Burroughs.

*"The relationship we've built with OPG is based on a foundation of respect, trust and working toward a common goal. There have been many benefits from this project for our community, including well-paying jobs, transferable skills and a long-term revenue stream."*

*– Wayne Ross, President of Coral Rapids Power*

The project has created skilled jobs and unique learning opportunities benefitting TTN members, who will pursue work in a range of different career fields. Labour needs included engineers, equipment operators, labourers, drillers, cement workers, ironworkers, electricians, welders, carpenters and camp support services.

At the peak of construction, there were about 220 workers employed on the project, many of whom reside in the local community.

"Our partnership is about more than just megawatts," said Mike Martelli, Chief Projects Officer at OPG. "It's about creating skilled jobs and ongoing revenue that will benefit this community for years to come."

Peter Sutherland Sr. GS is just one of a number of successful partnerships OPG has established with a First Nation. This includes the 12 MW Obishikokaang Waasiganikewigamig/Lac Seul Generating Station, built in partnership with Lac Seul First Nation in 2009; the Lower Mattagami Hydroelectric Project, which was completed in 2015 in partnership with



Moose Cree First Nation; and the 44 MW Nanticoke Solar project, a partnership with Six Nations Development Corporation and Mississaugas of the Credit First Nation.

OPG's northeastern hydroelectric stations provide a clean, renewable and reliable source of power to Ontarians year round. Their combined capacity is over 1,000 MW. The plant group's annual production is in the range of four billion kilowatt-hours.

Artist's draft rendering

# OPG's new Clarington campus set to incorporate Indigenous values

**Planning is well underway for OPG's new corporate campus in Clarington, and Indigenous values are being woven throughout the design, build and operations phases of the project.**

To ensure Indigenous traditional and cultural values are reflected in the new campus design, OPG is collaborating with the Indigenous Circle, an employee resource and networking group, as well as an Indigenous architect who will be engaged through the general contractor responsible for the design and build of the campus project.

In 2019, the company announced plans to consolidate much of its office space into a new corporate campus in Clarington, a municipality located in Durham Region. In addition to providing a modern, efficient and effective space for its diverse workforce, the move will help create a more unified corporate culture.

"We are planning and building a campus that we can all be proud of. One that makes us feel connected and reflects our values and the diverse backgrounds of both our people and visitors to our space,"



Artist's draft rendering

*“We are planning and building a campus that we can all be proud of. One that makes us feel connected and reflects our values and the diverse backgrounds of both our people and visitors to our space. One that that makes us feel included – no matter where we are from or our role with the company. One that inspires people to think big, be bold, and recognize that ‘our power is changing the world.’”*

*– Connie Hergert,  
Vice President Real Estate  
& Environment*

Artist's draft rendering

said Connie Hergert, Vice President Real Estate & Environment. “One that that makes us feel included – no matter where we are from or our role with the company. One that inspires people to think big, be bold, and recognize that ‘our power is changing the world.’”

Through early engagement, the Indigenous Circle has provided guidance and insights with respect to key design elements, material and colour use, landscaping and vegetation selection.

Plans for the new campus include the use of circular elements, natural materials, an outdoor walking trail that includes traditional medicinal plants, and the consideration of incorporating traditional Indigenous recipes into OPG’s food services department.

The Indigenous architect will be focusing on the immediate needs associated with the design and build of the new space, while the Indigenous Circle will be engaged throughout the life of the campus.

In addition to including these design elements into the campus, OPG is also aiming to be inclusive of Indigenous businesses, suppliers and partners in the procurement of goods and services for the campus. The company is also looking to offer short- and long-term employment opportunities for Indigenous people during the project construction.



# Centre for Canadian Nuclear Sustainability: **A unique and powerful opportunity for dialogue, collaboration, leadership and inclusion**

For decades, OPG's Pickering Nuclear Generating Station has produced clean emission-free electricity safely and reliably. Now, as the station reaches its end of life, OPG is undertaking the largest planned nuclear station shut down and decommissioning of its kind globally.

Recognizing the immense responsibility and opportunity presented by this decommissioning, OPG opened the Centre for Canadian Nuclear Sustainability (CCNS) in October 2020. The CCNS serves as a hub to stimulate innovation, promote sustainability and provide long-term economic benefits. It also provides a place and space for dialogue



*“The opportunity for deep and meaningful engagement is a key highlight of the CCNS. Through the important dialogue that is facilitated by the centre, OPG expects to become an incubator for learning and innovation and to create new avenues for Indigenous inclusion, sustainable business and investment in the future of our company, local communities and the country.”*

*– Carla Carmichael,  
OPG’s Vice-President of Decommissioning Strategy*

and engagement with a diversity of stakeholders and Indigenous communities.

“The opportunity for deep and meaningful engagement is a key highlight of the CCNS. Through the important dialogue that is facilitated by the centre, OPG expects to become an incubator for learning and innovation and to create new avenues for Indigenous inclusion, sustainable business and investment in the future of our company, local communities and the country,” said Carla Carmichael, OPG’s Vice-President of Decommissioning Strategy.

OPG’s assets and the CCNS are located on the traditional territories of the Williams Treaties First Nations. One of the inaugural steps upon launch of the CCNS was to create the Indigenous Advisory Council (IAC). The IAC’s role is to provide advice and insight to OPG on how Indigenous communities, organizations and businesses can bring Indigenous values

and content into the CCNS’ mandate, particularly around the pillars of environment, economy, industry innovation and community.

Decommissioning of nuclear assets takes time and patience. But what comes with time in this case is opportunity. OPG, through the CCNS, will collaborate with Indigenous communities and partners to create an “incubator” for Indigenous businesses seeking to access the nuclear supply chain. This could mean providing opportunities and support to create or expand ideas, undertake research and development, engage with mentors, and connect with a larger network of nuclear contractors and suppliers.

OPG is currently working towards hiring an Indigenous Economic Development Specialist for the CCNS to help ensure continued focus and a consistent touch point with respect to Indigenous economic inclusion, and to continue the momentum created in the inaugural year of the centre and the IAC. While the nuclear

supply chain has historically been difficult to access, OPG believes that through continued collaboration and dialogue and investment in innovation and capacity development, Indigenous inclusion in these opportunities can flourish.

“We look forward to engaging and creating space for dialogue with OPG through the IAC and the CCNS to move the needle on Indigenous inclusion in the nuclear industry in Canada. Through transparency, engagement and partnership, we are on a path to a better, more sustainable future,” said Philip Ducharme, Director Innovation and Entrepreneurship at the Canadian Council for Aboriginal Business. “We look forward to continued collaboration to advance a common purpose – a brighter, more inclusive future for our communities and our country.”

# OPG's ION program creates opportunities through collaboration and partnership

*Jennifer, an ION program participant*

**Jordan Zenhenko grew up playing soccer on the “hydro fields” next to OPG’s Darlington Nuclear Generating Station.**

Now the Indigenous engineer is working at the same plant thanks to the company’s Indigenous Opportunities Network (ION) program, which is helping to place highly qualified workers on projects like the Darlington Refurbishment and the nuclear industry.

“OPG is offering a lot of opportunity to Indigenous engineers,” Jordan said. “Through this program, I am not only expanding my knowledge base and skill set but also my network, which is equally as important. My role with OPG is a great match for what I am interested in pursuing going forward.”

Having always had an interest in building, Jordan learned about engineering in primary school and never looked back.

He completed his mechanical engineering degree at Ontario Tech University in Oshawa. Upon completing his degree, a fellow student connected him to Kagita Mikam, an Indigenous employment and training agency, and OPG as a potential candidate for the ION program.

Three months after that initial connection, Jordan is working with OPG in the Condenser Cooling Water systems at Darlington as an

Assistant Technical Engineer/Officer responsible for managing contracts, contractors and safety coordination for site and station conditions. He is also working towards his Project Management Professional (PMP) and Professional Engineering (P.Eng.) designations and hopes to take an active role in educating people about sustainable energy.

The ION program's origins date back eight years, when OPG staff attended the Kagita Mikam Annual General Meeting to discuss opportunities between the two organizations.

Established in 1991, Kagita Mikam is an Indigenous agency that provides training and employment services within the nuclear and energy industries to members of its five partner First Nations: Wahta Mohawks, Curve Lake, Hiawatha, Mohawks of the Bay of Quinte, and Algonquins of Pikwakanagan, as well as Indigenous people from across Ontario.

That first meeting was a catalyst for what has become a long-term partnership, beginning with job placements on projects in eastern Ontario, and in 2018, the formalization of the ION program.

Since then, OPG's goal of placing 10 Indigenous employees per year within the company has annually been exceeded, even with the onset of COVID-19. Since the start of the ION program, Kagita Mikam has placed 52 Indigenous workers in various roles at OPG. Building on that momentum and with more industries interested in hiring Indigenous candidates, the

*“As a corporate partner, OPG is leading the way in corporate Canada and sharing the benefits they have created. This is a life-changing program for many Indigenous people and communities and OPG is inspiring others to follow their lead.”*

*– Ron Ireland, ION Coordinator at Kagita Mikam*



ION program was expanded in 2020 and the name was changed to the Indigenous Opportunities Network, its reach extending to include OPG's entire operations.

“As a corporate partner, OPG is leading the way in corporate Canada and sharing the benefits they have created. This is a life-changing program for many Indigenous people and communities and OPG is inspiring others to follow their lead,” said Ron Ireland, ION Coordinator at Kagita Mikam.

In just three years, ION has created a deep and supportive network of current and past participants eager to remain connected with each other, their mentors, and colleagues and to share their experiences and recommend the program to other Indigenous men and women. Community meetings, personal connections, career fairs and word-of-mouth have all helped recruit qualified workers like Jordan.



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