

# Employment Opportunities Creating a skilled/sustainable workforce

Matthew Dupuis, Chief of the Red Rock Indian Band

President of Supercom Industries

Past President of Anishinabek Employment & Training

Director for WZI Inc.

# Matthew Dupuis

- ▶ Band Councillor from November 2015 to June 2018, Chief from 2018 to present
  - ▶ Economic, Business, and Energy Development
  - ▶ Employment and Training
- ▶ Responsibilities
  - ▶ East West Tie
  - ▶ Greenstone Transmission Line
  - ▶ President of AETS from August 2016 to August 2018
  - ▶ Renewable Energy Projects
  - ▶ Community Energy Conservation Planning
  - ▶ Member of both the Thunder Bay and Geraldton/Marathon LAC for the IESO

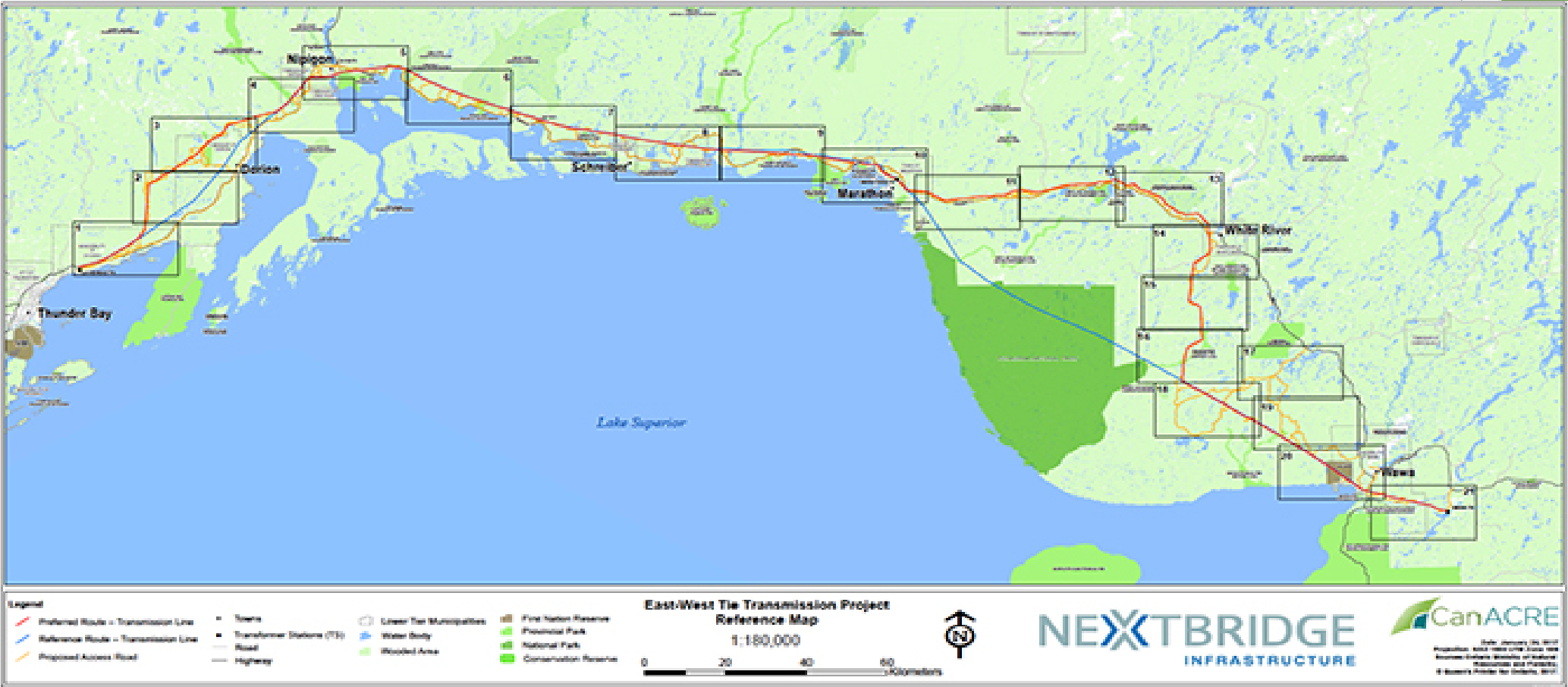
# The story of the East West Tie

- ▶ East-West Tie Transmission Project identified in 2010 Long Term Energy Plan - one of top 5 priority transmission projects
- ▶ Project need estimated by the Ontario Power Authority to stabilize the energy stability in Northwestern Ontario
- ▶ 230 kilovolt transmission line from Wawa TS to Lakehead TS
- ▶ Competitive process launched and NextBridge was selected as the 'Designated Transmitter'.
- ▶ NextBridge signed an equity partnership agreement with the 6 proximate First Nation's through their corporation Bamkushwada.
- ▶ NextBridge filed their 'Leave to Construct' application in July of 2017
- ▶ Ministry of Energy asked the IESO to do another needs assessment on the project shortly after the LTC application was submitted.
- ▶ IESO came back with an assessment stating that the East West Tie was still the most feasible option to stabilize power in Northwestern Ontario
- ▶ NextBridge/Bamkushwada retained Valard Construction to build the project to meet the Order in Council passed in March of 2016 to have the line energized by late 2020.

# Indigenous Communities

Community	SuperCom Board Representatives	Registered Pop.
Fort William First Nations	Ed Collins	2300
Michipicoten First Nations	Peggy Rice	1145
Pays Plat First Nations	Ginny Michano	228
Pic Moberg First Nations	Norman Jaehrling	828
Pic River First Nations	Joe Moses	987
Red Rock Indian Band	Matthew Dupuis	1838
Total		7180

# East-West Transmission Line



# What are the opportunities in Energy Development?

- ▶ Supercom's mandate was to maximize the economic participation during the construction of the EWT.
  - ▶ Contracting
  - ▶ Employment & Training
  - ▶ New small businesses
  - ▶ Small to medium business expansion
  - ▶ Entrepreneurship

# Contracting

- ▶ Supercom first had to negotiate with the identified General Contractors that were pre-qualified to bid on the construction of the East West Tie
- ▶ Through these negotiations Supercom identified 8 different areas where we wanted to partner and seek 'set aside' contracts during construction.
- ▶ After identifying these areas of interest Supercom had to meet with various contractors who could deliver on these contracts.
- ▶ After multiple rounds of negotiations Supercom had their list of preferred subcontractors.
- ▶ Now the task was to come to terms with the preferred subcontractors (Joint Venture Partners) and to make sure that they were going to get the contracts during construction
- ▶ In March of 2018 Supercom hired Sylvio 'Hoss' Pelletier as a Business Development Manager to work with both the General Contractor and Supercom's Joint Venture Partners.

# What were we looking for in a JV Partner?

- ▶ When Supercom was inaugurated each board member was tasked to identify potential partners. The ranking was based on the following
  - ▶ Community or membership owned business
  - ▶ Company that has/had a Joint Venture with one of the First Nation's
  - ▶ Potential Joint Venture partner
- ▶ Multiple rounds of interviews were done and the following were paramount to selecting the right partner.
  - ▶ Guaranteed employment
  - ▶ Investment into training
  - ▶ Revenue/profit sharing



# Now that we had a team, how do we educate and train our people?

- ▶ In early 2017 Supercom set out to build a comprehensive training plan with the idea of ‘leaving all doors open’.
- ▶ A tiered/pathways approach to employment and training was developed by Supercom, Confederation College, and Anishinabek Employment and Training (AETS).
- ▶ The idea was that if an individual was willing to do the work then every opportunity was achievable.
- ▶ A training strategy was built by taking the late 2020 in service date and working backwards.
- ▶ Supercom went on an extensive lobbying campaign to all levels of Government to fund this initiative.

<b>Partner</b>	<b>Role</b>	<b>Responsibility</b>
SuperCom	Contract Holder	Coordinate communication and collaboration between member communities and the general contractors/Joint Venture partners Contribute to development and implementation of the training strategy
AETS	Service Delivery Agent	Support and manage participant success leading to employment
Confederation College	Education and Training	Lead in development of training strategy Deliver program training Coordinate and manage project outcomes
Nextbridge	Owner/Partner	Ensure that the project meets the Ontario Energy Board requirements. 80% owner of the East West Tie, other 20% owned by the 6 proximate First Nations

# Training Strategy

- ▶ In 2016 Supercom the first funding application through MAESD was approved, that funding allowed Sueprcom to hire our first staff members.
  - ▶ Sam Sobush, Project Coordinator
  - ▶ Robert Starr, Project Administrator
- ▶ Community outreach, recruitment, comprehensive intake and assessment was what the board deemed to be the best approach to recruiting students to participate in the Training Program.
- ▶ In late 2016 Supercom was successful applying to MIRR's IEDF funding stream. Now we were able to hire our local advisors.
  - ▶ Kendra Perry, Training Coordinator
  - ▶ Courtney Charlie, FWFN Advisor
  - ▶ Shannon Michelle-Ruth, RRIB Advisor
  - ▶ Samantha Fugere, PP Advisor
  - ▶ Randall Courchene, BN Advisor
  - ▶ Wayne Sabourin, PM Advisor
  - ▶ Christine Lewis, Michipicoten Advisor

# The program

- ▶ Student centered model, individualized planning and wraparound support services
- ▶ **Tier 1 - Training Preparation**
  - ▶ Energy Readiness - Foundational skills
  - ▶ **Tier 2 - Semi-Skilled Occupations**
    - ▶ Basic Line Cutting, Clearing (Chainsaw), Security Guard, Remote Camp Cook
    - ▶ Surface Diamond Driller Helper, Remote Camp Support, Environmental Monitoring
    - ▶ HEO Equipment Rental, Surveying, Mechanical Harvesting
  - ▶ **Tier 3 Skilled Pre-Trades**
    - ▶ Carpentry, Electrical, Plumber, Welder, Heavy Duty Equipment Mechanics
    - ▶ Construction Craft Worker, Cement Finisher, Forestry Truck Driver, Power Line Technician
  - ▶ **Tier 4 Employment Preparation**
    - ▶ Focus on onboarding and job retention
- ▶ **Performance Management and Evaluation**

# Innovation

- ▶ Community-based approach engage community members in skills training leading to sustainable employment opportunities
- ▶ Foundational education and training, skilled trades, aligned with ongoing monitoring and assessments
- ▶ Deliver skills training programs that align with industry needs and emerging economic opportunities
- ▶ Provide skills training, and respective learner support systems, to Indigenous participants for high-skilled employment
- ▶ Support Indigenous community readiness through inclusion, consultation and collaboration for training, education, employment and socio-economic development
- ▶ Promote L/T multi-skills development for multiple career pathways and transferable skills across a number of sectors
- ▶ Performance management framework with formative evaluation to support continuous improvement

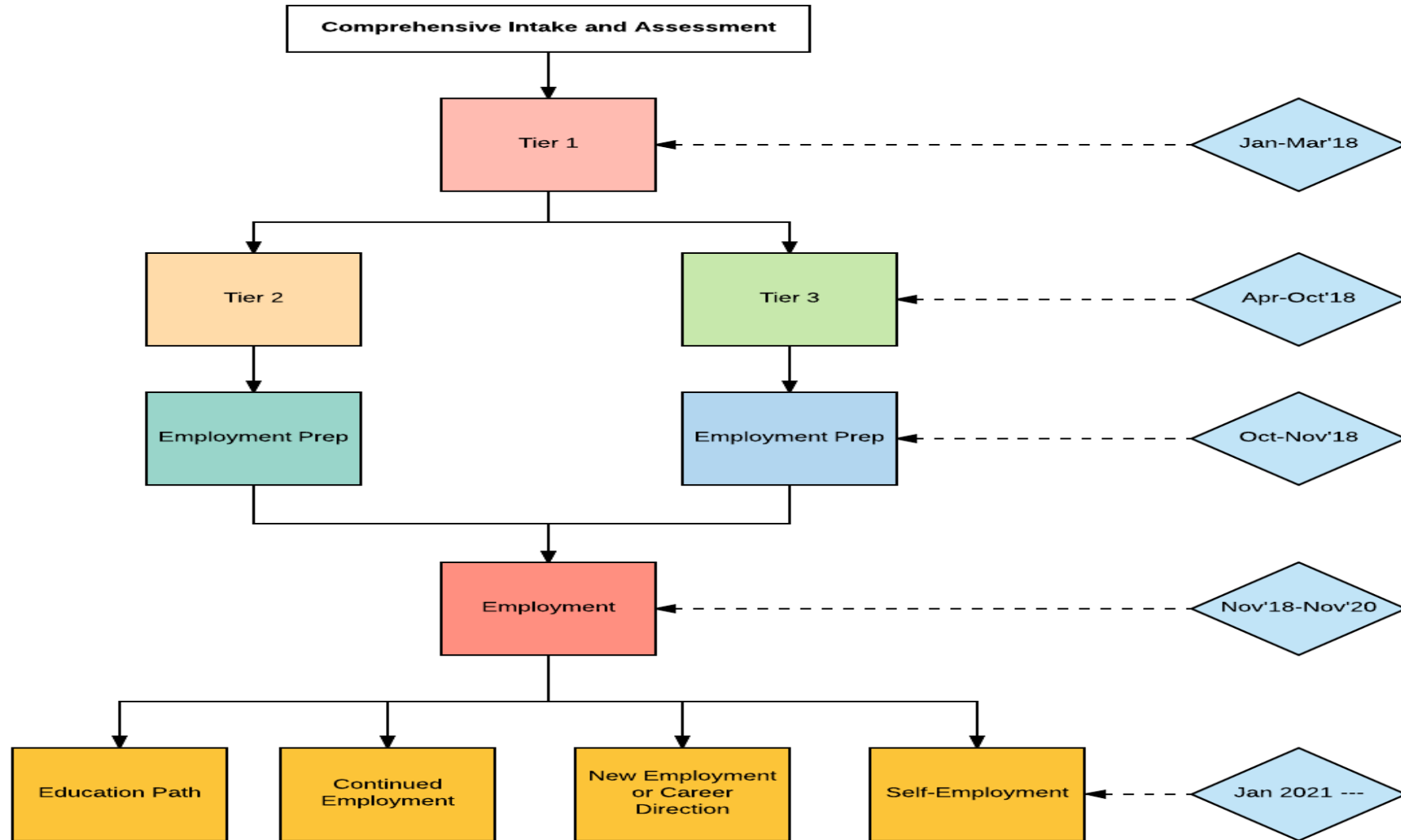
# Programming

Tiers	Area	Trainees	Details	Participants per Group/Program
1	Readiness, Foundational Courses	244	15 delivery sessions	14-16
2	Semi-skilled, camp services	133	Basic Line Cutting, Clearing, Security Guard, Remote Camp Cook, Remote Camp Support, Environmental Monitoring, Heavy Equipment Operator, Surveying, Mechanical Harvesting	10-18
3	Skilled pre-trades programs	111	9 programs - Pre-Trades Carpentry, Electrical, Welder, Heavy Duty Equipment Mechanic, Construction Craft Worker, Cement Finisher, Forestry Tuck Driver, Power Line Technician	12-14

# Training Delivery

Tier	Topic Area	Location	Deliveries
1	Training Prep - Energy Readiness	TB (CC), FWFN, RRIB, PP, PR, PM, Mich	15
2	Semi-Skilled	TB (CC), FWFN, RRIB, PP, PR, PM, Mich - Select communities that are appropriate	10
3	Skilled Trades	TB	9

# Pathways





# Sustainable Employment

- ▶ Transferable skills to other locations, employers and sectors
- ▶ Trades Certification linked to mobility
- ▶ Community-based investments for self-employment opportunities
- ▶ Additional educational pathways
- ▶ SuperCom positioning for wise practices, model transfer and project leadership on other transmission line projects, including Wataynikenayep Power and Greenstone Transmission

# Economic Growth

- ▶ East West Tie
  - ▶ 650 direct jobs
  - ▶ 1000 In-direct jobs
  - ▶ First Nation subcontracting
  - ▶ Local subcontracting
  - ▶ Municipal growth
  - ▶ Training for skilled careers
  - ▶ Entrepreneurship

# Project specific to long term

- ▶ Major projects are a great catalyst but:
  - ▶ North Western Ontario needs to be prepared for all of the developments that are coming.
  - ▶ There is a major shortage in the region for skilled workers
  - ▶ The largest demographic that can help satisfy these needs is the Indigenous
  - ▶ The region has to work together (Municipalities/First Nations)
- ▶ Questions?