

Business Participation Plan

Site C Clean Energy Project

Revision 1: June 5, 2015

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1.0 Background

1.1 The Site C Clean Energy Project

The Site C Clean Energy Project (the Project) will be the third dam and generating station on the Peace River in northeast B.C. The Project will provide 1,100 megawatts of capacity and about 5,100 gigawatt hours of energy each year to the province's integrated electricity system. The Project will be a source of clean, reliable and cost-effective electricity for BC Hydro's customers for more than 100 years.

The key components of the Project are:

- an earthfill dam, approximately 1,050 metres long and 60 metres high above the riverbed;
- an 83 kilometre long reservoir that will be, on average, two to three times the width of the current river;
- a generating station with six 183 MW generating units;
- two new 500 kilovolt AC transmission lines that will connect the Project facilities to the Peace Canyon Substation, along an existing right-of-way;
- realignment of six segments of Highway 29 over a total distance of approximately 30 kilometers; and
- construction of a berm at Hudson's Hope.

The Project will also include the construction of temporary access roads, a temporary bridge across the Peace River, and worker accommodation at the dam site.

1.2 Project Benefits

The Project will provide important benefits to British Columbia and Canada. It will serve the public interest by delivering long term, reliable electricity to meet growing demand; contribute to employment, economic development, ratepayer, taxpayer and community benefits; meet the need for electricity with lower GHG impact than other resource options; contribute to sustainability by optimizing the use of existing hydroelectric facilities, delivering approximately 35 per cent of the energy produced at the W.A.C. Bennett Dam, with only five per cent of the reservoir area; and include an honourable process of engagement with First Nations and the potential for accommodation of their interests.

1.3 Environmental Assessment Process

The environmental assessment of the Project has been carried out in accordance with the *Canadian Environmental Assessment Act, 2012* (CEAA 2012), the *BC Environmental Assessment Act* (BCEAA), and the *Federal-Provincial Agreement to Conduct a Cooperative Environmental Assessment, Including the Establishment of a Joint Review Panel of the Site C Clean Energy Project*. The assessment considered the environmental, economic, social, heritage and health effects and benefits of the Project, and included the engagement of Aboriginal groups, the public, all levels of government, and other stakeholders in the assessment process.

Detailed findings of the environmental assessment are documented in the Site C Clean Energy Project Environmental Impact Statement (EIS), which was completed in accordance with the Environmental Impact Statement Guidelines (EIS Guidelines) issued by the Minister of Environment of Canada and the Executive Director of the Environmental Assessment Office of British Columbia. The EIS was submitted to regulatory agencies in January 2013, and amended

in August 2013 following a 60 day public comment period on the assessment, including open house sessions in Fort St. John, Hudson's Hope, Dawson Creek, Chetwynd, town of Peace River (Alberta) and Prince George.

In August 2013, an independent Joint Review Panel (JRP) commenced its evaluation of the EIS, and in December 2013 and January 2014 undertook five weeks of public hearings on the Project in 11 communities in the Peace region, including six Aboriginal communities. In May 2014, the JRP provided the provincial and federal governments with a report summarizing the Panel's rationale, conclusions and recommendations relating to the environmental assessment of the Project. On completion of the JRP stage of the environmental assessment, the CEA Agency and BCEAO consulted with Aboriginal groups on the JRP report, and finalized key documents of the environmental assessment for inclusion in a Referral Package for the Provincial Ministers of Environment and Forests, Lands and Natural Resource Operations.

Construction of the Project is also subject to regulatory permits and authorizations, and other approvals. In addition, the Crown has a duty to consult and, where appropriate, accommodate Aboriginal groups.

1.4 Environmental Assessment Findings

The environmental assessment of the Project focused on 22 valued components (VCs), or aspects of the biophysical and human setting that are considered important by Aboriginal groups, the public, the scientific community, and government agencies. In the EIS, valued components were categorized under five pillars: environmental, economic, social, heritage and health. For each VC, the assessment of the potential effects of the Project components and activities during construction and operations was based on a comparison of the biophysical and human environments between the predicted future conditions with the Project, and the predicted future conditions without the Project.

Potential adverse effects on each VC are described in the EIS along with technically and economically feasible mitigation measures, their potential effectiveness, as well as specific follow-up and related commitments for implementation. If a residual effect was found on a VC, the effect was evaluated for significance. Residual effects were categorized using criteria related to direction, magnitude, geographic extent, context, level of confidence and probability, in accordance with the EIS Guidelines.

The assessment found that the effects of the Project will largely be mitigated through careful, comprehensive mitigation programs and ongoing monitoring during construction and operations. The EIS indicates that the Project is unlikely to result in a significant adverse effect for most of the valued components. However, a determination of a significant effect of the Project was found on four VCs: Fish and Fish Habitat, Wildlife Resources, Vegetation and Ecological Communities, and Current Use of Lands and Resources for Traditional Purposes.

1.5 Environmental Assessment Conclusion

On October 14, 2014, the Provincial Ministers of Environment and of Forests, Lands and Natural Resource Operation decided that the Project is in the public interest and that the benefits provided by the Project outweigh the risks of significant adverse environmental, social and heritage effects (<http://www.newsroom.gov.bc.ca/2014/10/site-c-project-granted-environmental-assessment-approval.html>). The Ministers have issued an Environmental Assessment Certificate setting conditions under which the Project can proceed.

Further, on November 25, 2014, The Minister of Environment of Canada issued a Decision Statement confirming that, while the Project has the potential to result in some significant adverse effects, the Federal Cabinet has concluded that those effects are justified in the

circumstances. The Decision Statement sets out the conditions under which the Project can proceed.

1.6 Development of Mitigation, Management and Monitoring Plans

Mitigation, management and monitoring plans for the Project have been developed taking into account the measures proposed in the EIS, information received during the Joint Review Panel hearing process, and the Report of the Joint Review Panel on the Project. Those plans are consistent with, and meet requirements set out in, the conditions of the Environmental Assessment Certificate and of the Decision Statement issued on October 14, 2014 and November 25, 2014 respectively.

In addition, in accordance with environmental best practices (Condition 3.1), these plans were informed by the best available information and knowledge, based on validated methods and models, undertaken by qualified individuals and apply the best available economically and technologically feasible mitigation strategies. These plans contain provisions for review and update as new information on the effects of the Project and on the efficacy of the mitigation measures become available.

2.0 Business Participation Plan

2.1 Objective and Scope

This objective of the Business Participation Plan is to describe the information and notification program that will keep businesses informed and updated on the opportunities associated with the construction of the Project.

The Business Participation Plan builds on BC Hydro's Business Liaison Program, which was established to (a) keep the business community updated on the status of the Project and (b) inform and engage local, regional and Aboriginal companies on future Site C Project opportunities (see Section 9.1.2.2.5 of the Environmental Impact Statement for details).

The Business Participation Plan has been developed in accordance with Conditions 51 and 72 and a portion of 54 of the Environmental Assessment Conditions (EAC), as indicated in the table below.

EAC Condition Number	Condition	Plan Reference
51	The EAC Holder must develop and implement a Business Participation Plan (Plan).	
	The Plan must include at least the following:	
	<ul style="list-style-type: none"> Increase awareness in the business community about Project procurement opportunities. 	Section 3.1 Approach Section 6.0 Key Activities and Tools
	<ul style="list-style-type: none"> Develop partnerships with local business organizations and economic development offices and programs to communicate and maximize opportunities for local businesses. 	Section 3.2 Approach Section 6.0 Key Activities and Tools
	The EAC Holder must provide this draft Plan to the City of Fort St. John, District of Hudson Hope, District of Taylor and Peace River Regional District for	Section 2.2 Consultation

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EAC Condition Number	Condition	Plan Reference
	review 90 days prior to the commencement of construction.	
	The EAC Holder must file the Final Plan with EAO, City of Fort St. John, District of Hudson’s Hope, District of Taylor, and Peace River Regional District a minimum of 30 days prior to the commencement of construction.	
	The EAC Holder must develop, implement and adhere to the Final Plan, and any amendments, to the satisfaction of EAO.	
54	<p>Aboriginal Business Participation Strategy to maximize opportunities for Aboriginal businesses, incorporating at least the following:</p> <ul style="list-style-type: none"> • Implementation of BC Hydro’s Aboriginal Contract and Procurement Policy. <p>[The remainder of the requirements from Condition 54 are met in the Aboriginal Training and Inclusion Plan.]</p>	Section 4.0 Aboriginal Contract and Procurement Policy of this plan
72	The EAC Holder must manage effective communications for the Project by implementing measures in communication plans and a business participation plan.	
	The following communication and participation plans are to be developed and implemented:	
	<ul style="list-style-type: none"> • Business Participation Plan; 	
	<ul style="list-style-type: none"> • Construction Communication Plan; and 	Appendix C of the CEMP
	<ul style="list-style-type: none"> • First Nations Communication Plan. 	Appendix D of the CEMP
	<ul style="list-style-type: none"> • Each plan in addition to plan specific conditions identified in this document will include: 	
	<ul style="list-style-type: none"> • Clear Statement of Objectives; 	Section 2.1 Objectives and Scope of this Plan
	<ul style="list-style-type: none"> • Audiences; 	Section 5.0 Audience and Stakeholders of this Plan
	<ul style="list-style-type: none"> • Key activities and tools; and 	Section 6.0 Key Activities and Tools of this Plan
	<ul style="list-style-type: none"> • Annual summary reporting. 	Section 7.0 Reporting of this Plan

2.2 Consultation

Many of the conditions require BC Hydro to consult or collaborate with certain government agencies and Aboriginal groups in respect of measures and plans required by the conditions.

BC Hydro began consultation on the Project in late 2007, before any decision to advance the Project to an environmental assessment. BC Hydro's consultation with the public, stakeholders, regional and local governments, regulatory agencies, and Aboriginal groups is described in EIS Section 9, Information Distribution and Consultation.

Additional information on the consultation process and a summary of issues and concerns raised during consultation are provided in:

- Volume 1 Appendix G, Public Information Distribution and Consulting Supporting Documentation
- Volume 1 Appendix H, Aboriginal Information Distribution and Consultation Supporting Documentation
- Volume 1 Appendix I, Government Agency Information Distribution and Consultation Supporting Documentation
- Volume 5, Appendix A01 to A29, Parts 2 and 2A, Aboriginal Consultation Summaries
- Technical Memo: Aboriginal Consultation

Draft versions of a number of the mitigation, management and monitoring plans required by the conditions were submitted to applicable government agencies and Aboriginal groups for comment on October 17, 2014.

Comments on these draft plans were received from various government agencies and Aboriginal groups during November and December 2014, and were considered in the revisions to these plans. BC Hydro's consideration of these comments is provided in the consideration tracking tables that accompany each plan.

On December 15, 2014, Treaty 8 Tribal Association (T8TA), on behalf of West Moberly, Saulneau and Prophet River First Nations, submitted to BC Hydro a letter in response to BC Hydro's request for comment on the Plans sent on October 17, 2014. The letter included several appendices, including the Joint Review Panel (JRP) Report and transcripts from the JRP hearings in December 2013 and January 2014. BC Hydro responded to the three First Nations on January 21, 2015 noting that the October 17 2014 request for comments on the plans was to provide an opportunity to the First Nations to submit to BC Hydro any information they wanted to provide in relation to the Plans. BC Hydro advised that it was aware of the information referred to in T8TA's letter when the plans were prepared, and advised that it was preparing a table setting out where any mitigation measures identified by representatives of the three First Nations during the hearings are considered in the draft plans and would provide that to the First Nations once complete. Accordingly BC Hydro's responses to those mitigation measures identified by the representatives of the three First Nations during the JRP hearings were provided to the EAO in a separate table by letter dated May 19, 2015. Aside from the December 15, 2014 letter, BC Hydro has not received further comments from these First Nations. A letter of understanding dated April 30, 2015 respecting provision of capacity funding to support review of the plans was entered into by BC Hydro and Sauleau First Nations (on behalf of Sauleau, West Moberly and Prophet River First Nations).

New draft plans (i.e., Housing Plan and Housing Monitoring and Follow-Up Program, and the quarry/pit development plans) were provided to the entities identified in the EAC conditions on April 7, 2015. The Vegetation and Wildlife Mitigation and Monitoring Plan was revised based on

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comments received on the October 17, 2014 version and based on discussions with Environment Canada and the BC Ministry of Environment, and was re-submitted to applicable entities on April 7, 2015.

Comments on the revised plans were requested by May 11, 2015 to allow for review, consideration of comments and finalization of the plans 30 days prior to the commencement of construction.

Comments were received by this requested date from:

- Fort Nelson First Nation
- Ministry of Forests, Lands and Natural Resource Operations (FLNRO), and
- Métis Nation British Columbia.

The Peace River Regional District submitted their comments on the plan on May 14, 2015. FLNRO submitted additional comments on May 15, 2015, including comments from the BC Ministry of Environment.

BC Hydro considered the comments provided and prepared final plans. On May 19, 2015, BC Hydro submitted the following mitigation, management and monitoring plans to the BC Environmental Assessment Office (BC EAO) for review:

- Construction Environmental Management Plan
- Construction Safety Management Plan
- Fisheries and Aquatic Habitat Management Plan
- Vegetation and Wildlife Mitigation and Monitoring Plan
- Vegetation Clearing and Debris Management Plan
- Aboriginal Plant Use Mitigation Plan
- Aboriginal Training and Inclusion Plan
- Business Participation Plan
- Emergency Services Plan
- Healthcare Services Plan
- Labour and Training Plan
- Cultural Resources Mitigation Plan
- Heritage Resources Management Plan
- Housing Plan and Housing Monitoring and Follow-Up Program
- Wuthrich Quarry Development Plan
- West Pine Quarry Development Plan; and
- Del Rio Pit Development Plan.

The CEA Agency and Environment Canada submitted comments on the revised plan on May 22, 2015. These comments were considered and the final plans were revised accordingly and submitted on June 5, 2015 to the entities identified in the EAC conditions.

3.0 EAC Condition 51: Business Participation Plan

The procurement approach for the Project consists of a number of large contracts for major Project components, as well as multiple smaller contracts for supporting activities and ancillary works.

3.1 Increasing awareness in the business community

During the development phase of the Project, BC Hydro established the Site C Business Directory, conducted Business Information Sessions in 2011, 2012 and 2013 (teleconference), and undertook broad notification about procurement opportunities. These initiatives are described below.

- **Business Directory:** BC Hydro established a Site C Business Directory in January 2009 and has encouraged any business interested in Site C Project opportunities to register. Registrants are encouraged to identify their affiliation with an Aboriginal group, if applicable.

The Site C Business Directory ensures that interested businesses have information about Project opportunities. Registered companies receive updates, via email, on potential business opportunities as they arise, as well as notifications about events such as business information sessions and business-to-business networking sessions with proponents for Site C major contracts. The business directory will also be shared with the major contractors involved in Project-related activities to enable contractors to identify local partners and suppliers.

As of June 3, 2015, there were 1,234 companies registered with the Site C Business Directory.

- **Business Information Sessions:** In the fall of 2011 and 2012, BC Hydro hosted Business information sessions on the Site C Project. These sessions were held in the communities of Chetwynd, Dawson Creek, Fort St. John, Prince George, and Vancouver, with an additional session in the District of Hudson's Hope added in fall 2012. The November 2013 Business Information Session was a teleconference.

The sessions provided an early opportunity – prior to major procurements commencing – for local, regional and Aboriginal companies to learn more about the Site C Project design, the procurement approach and how Project components will be packaged into contracts, and the general Project schedule. Attendees were asked to provide feedback on how they would like to be engaged about potential business opportunities in the future.

- **Business-to-Business Networking Sessions:** BC Hydro has also hosted Business-to-Business (B2B) Networking Sessions in Fort St. John. These sessions provided an opportunity for the shortlisted teams for the Worker Accommodation and Main Civil Works contracts to meet with local, regional and Aboriginal companies in an organized forum with the objective of forming partnerships and creating business opportunities. Sessions held to date include:
 - Worker Accommodation Contract
 - July 29, 2014 – Local and Regional B2B Business Session
 - July 30, 2014 – Aboriginal B2B Session
 - Main Civil Works Contract
 - July 29, 2014 – Local and Regional B2B Business Session
 - July 30, 2014 – Aboriginal B2B Session
- **Procurement Notification:** BC Hydro will continue to undertake broad notification of construction-related procurement opportunities. Notification will include:
 - BC Bid

- Notification to businesses on the Site C Business Directory
- Updates to the Procurement section of www.sitecproject.com
- Procurement Updates
- Notification to local and regional business associations

3.2 Developing partnerships to maximize opportunities

As part of BC Hydro's Business Participation Program, partnerships have been formed with key local, regional and provincial business organizations. For example, for the Business Information Sessions, BC Hydro partnered the BC and local Chambers of Commerce, Initiatives Prince George, Northern Development Initiatives Trust, and BC Business Council of British Columbia.

In addition, BC Hydro partnered with business organizations, such as the BC and local Chambers of Commerce, to host the Business-to-Business (B2B) Networking Sessions in Fort St. John.

As part of ongoing community relations, BC Hydro will continue to meet with local economic development office to provide up-to-date information on business opportunities with the Site C project.

4.0 Aboriginal Contract and Procurement Policy

BC Hydro has an Aboriginal Contract and Procurement Policy to increase the involvement of Aboriginal groups in economic opportunities associated with BC Hydro's business activities. Initiatives include:

- **Capacity-Building Initiatives:** BC Hydro has implemented capacity-building initiatives, which provide funding or resources in order to provide training, improve skills or increase business capacity in Aboriginal businesses. In 2012, BC Hydro provided \$1-million in funding to Northern Lights College to support skills training over a five-year period, with 50 per cent of the bursaries dedicated to Aboriginal students.
- **Directed Aboriginal Procurement:** BC Hydro is undertaking directed Aboriginal procurement initiatives that could include set-asides, restricted tendering and single-source negotiations.
- **Aboriginal Evaluation Criteria:** The use of Aboriginal evaluation criteria in procurement packages provides an incentive for primary contractors to establish working relationships with Aboriginal groups and increase Aboriginal participation in construction contracts while maintaining a competitive environment that provides maximum benefits to ratepayers.
- **Aboriginal Business Directory:** BC Hydro's Aboriginal Business Directory is accessible to suppliers and contractors, and enables BC Hydro to promote partnerships between non-Aboriginal and Aboriginal businesses in contract work for BC Hydro.

In addition, BC Hydro is working to build and strengthen long-term relationships with Aboriginal groups. This includes negotiating impact benefit agreements, where appropriate. These agreements will set out the accommodation and commitments that BC Hydro will make in some cases where treaty rights may be affected by the Project in ways that cannot be fully avoided or otherwise mitigated.

For more information, please refer to the Aboriginal Training and Inclusion Plan.

5.0 Audience and Stakeholders

In accordance with EAC condition 72, below is an indicative list of the audiences and stakeholders that BC Hydro will continue to engage with and provide information to regarding business opportunities associated with the Project.

Local and Regional Business Organizations

- Fort St. John & District Chamber of Commerce
- Dawson Creek Chamber of Commerce
- Chetwynd Chamber of Commerce
- Prince George Chamber of Commerce
- North Peace Economic Development Commission
- South Peace Economic Development Commission
- Initiatives Prince George
- Northern Development Initiatives Trust
- BC Construction Association – North
- Peace Country Construction Association

Provincial Business Organizations

- Independent Businesses and Contractors Association
- BC Construction Association
- Business Council of B.C.
- BC Chamber of Commerce
- Association of Consulting Engineering Companies of B.C.
- Vancouver Board of Trade

- Road Builders and Heavy Construction Association

Aboriginal Groups

- Sauteau FN
- Blueberry River FN
- West Moberly FN
- Doig River FN
- Halfway River FN
- McLeod Lake Indian Band
- Kwadacha FN
- Prophet
- Fort Nelson
- Tsay Keh Dene FN

Local and Regional Governments

- City of Dawson Creek
- City of Fort St. John
- District of Chetwynd
- District of Hudson's Hope
- District of Mackenzie
- District of Taylor
- Northern Rockies Regional Municipality
- Peace River Regional District
- Village of Pouce Coupe

6.0 Key Activities and Tools

As a part of EAC condition 72 and in order to implement the business participation plan, the following activities and tools will continue to be used throughout the construction phase of the Project.

Tools	Description
Site C Business Directory	<ul style="list-style-type: none"> • The Site C Business Directory ensures that interested businesses have information about Site C Project opportunities. Registered companies receive updates, via email, on potential business opportunities as they arise, as well as notifications about events such as business information sessions. • BC Hydro will share the Business Directory with contractors involved in Project-related activities.
BC Hydro Aboriginal Business Directory	<ul style="list-style-type: none"> • The BC Hydro Aboriginal Business Directory is used to match Aboriginal businesses with upcoming BC Hydro contracts, or with other businesses for partnership opportunities. • The Site C Project Team will continue to use the BC Hydro Aboriginal Business Directory to notify Aboriginal companies of business opportunities associated with the Project.
Business-to-Business Networking Sessions	<ul style="list-style-type: none"> • The purpose of these networking sessions is to encourage relationships and potential partnerships between proponents and local, regional and Aboriginal businesses. • Additional networking sessions will be held during the construction phase of the Project.
Business Information Sessions	<ul style="list-style-type: none"> • The purpose of these sessions is to provide participants with a Project status update and description of the major Project components, with a focus on explaining the procurement delivery method, scope of work packages and timelines for procurement activities for the proposed Site C Project. • Future Business Information Sessions will be held during the construction phase of the Project to provide the business community with a general status update on the Project.
BC Bid	<ul style="list-style-type: none"> • An electronic sourcing and bid notification system used by public sector buyers in BC. • BC Hydro will continue to use BC Bid to notify companies of business opportunities associated with the Site C Project.
Site C Project Website – Business and Job Opportunities	<ul style="list-style-type: none"> • Information about the status of procurements, the procurement approach and procurement forecast is publicly available on the Business and Job Opportunities section of the website and will continue through the construction phase of the Project. • Continue to provide information about procurement opportunities on the Business and Job Opportunities webpages. • Continue to provide information about Business Information

Tools	Description
	<p>Sessions, and Business-to-Business Networking Sessions on the Business and Job Opportunities webpages.</p> <ul style="list-style-type: none"> • BC Hydro will develop webpages for the major contracts associated with the Site C Project to provide additional information to interested stakeholders.
<p>Procurement Updates</p>	<ul style="list-style-type: none"> • Procurement Updates provide information about the status of procurements, a description of the Project components and the timeline for the competitive selection process. • BC Hydro will continue to distribute Procurement Updates via the Site C Business Directory at key milestones in the competitive selection process (i.e. RFQ, RFP, etc.). • BC Hydro will continue to provide Procurement Updates to local and regional business associations.
<p>Consultation Offices – Fort St. John and Hudson’s Hope</p>	<ul style="list-style-type: none"> • The consultation offices will be maintained and will include resources to support providing procurement, employment and construction information to the public, businesses and other stakeholders throughout the Project construction phase.

7.0 Reporting

BC Hydro will publicly report on the following business participation activities on an annual basis:

- Number of registrants in the Site C Business Directory
- Number of attendees at Business-to-Business Networking Sessions and Business Information Sessions
- Visits to the Site C Project Website – Procurement Opportunities Webpages
- Number of respondents to Requests for Qualifications
- Number of local, regional and Aboriginal contractors working on the Site C Project