



NextBridge Infrastructure Request for Proposal
East-West Tie Line Project Maintenance Services Contract
Indigenous Economic Benefits Plan

February 2020

Contents

Commitment 3

Proposed Approach 3

Business Partnership..... 4

Training Program 4

Procurement Strategy..... 5

Business Target 6

Employment Target 6

Project Certainty 6

Plan Summary 6

Commitment

Hydro One Networks Inc. (Hydro One) and Supercom Industries (Supercom), working through a (yet to be formed) Maintenance LP, are committed to provide reliable and cost effective maintenance services to NextBridge Infrastructure including sustainable economic benefits to the proximate First Nations and other Indigenous communities located along the East-West Tie Line Project Right of Way (ROW).

The new Maintenance LP will build on the long-established capacities and resources of Hydro One, but will be majority owned by Supercom.

Hydro One and Supercom will forecast, monitor, develop, and recruit local Indigenous representatives to gain employment, training or subcontracting opportunities from the following Indigenous communities and/or organisations:

- a) Michipicoten First Nation
- b) Biigtigong Nishanaabeg (Objibways of the Pic River First Nation)
- c) Netmizaagamig Nishnaabeg (Pic Moberg First Nation)
- d) Pays Plat First Nation
- e) Red Rock Indian Band
- f) Fort William First Nation
- g) MNO Superior North Shore Métis Council
- h) MNO Thunder Bay Métis Council

In the areas which the ROW crosses their reserve lands, preferential hiring practices will be implemented to hire support from the Michipicoten First Nation and the Pays Plat First Nation.

Proposed Approach

Upon contract award, Supercom and Hydro One will develop and implement a detailed 3-year Indigenous Economic Benefits Plan that will enhance economic opportunities for Indigenous communities, members and businesses located along the ROW through increased possibilities of competing successfully for contracts or of participating in employment, training or subcontracting opportunities.

This plan will be driven by a goal of maximizing the employment, business and other economic development benefits of the maintenance services of indigenous populations and organizations. The approach will be to develop a labour and business market assessment that consists of the following 3 steps:

1. undertaking a skill set, trade and business requirement analysis as per the RFP Statement of Need (labour and equipment requirements) for delivering the transmission line maintenance services contract ¹;
2. conducting an Indigenous skill set, trade and business gap analysis with the Indigenous communities located along the ROW based on the results of the labour and equipment requirement analysis; and
3. developing an employment, training and business plan based on the results of the gap analysis which will be instrumental for detailing the 3-year Indigenous Economic Benefits Plan.

The plan will draw heavily on the investments, capabilities, systems, strategies and resources created by Supercom during the construction of the East West Tie.

Business Partnership

The skill set, trade and business requirement analysis based on the RFP Statement of Need for delivering the transmission line maintenance services contract will give consideration to Supercom's existing Indigenous business partnerships to perform a variety of services. Some of these business partnerships include maximizing participation of Indigenous community businesses, as well as minimum Indigenous employment targets. The 3-year Indigenous Economic Benefits Plan will provide details on such committed business participation and employment targets.

In addition, Hydro One and Supercom will offer business capacity-building opportunities to the Indigenous communities located along the ROW such as providing access to technical and professional expertise and advisory services.

Training Program

The 3-year Indigenous Economic Benefits Plan will include employment opportunities and will be developed in consultation with the six First Nations located along the ROW, other indigenous organizations, the MNO Superior North Shore Métis Council, the MNO Thunder Bay Métis Council, the Infrastructure Health and Safety Association, the Anishinabek Employment and

¹ Statement of Need includes: conducting aerial, visual and on-the-ground inspection of the line; identifying major defects; proposing corrective action plan with budget estimates; responding to unplanned outages and emergencies; identifying and storing of spare material; maintaining vegetation; ensuring environmental compliance.

Training Services and Gezhtoojig Employment and Training who deliver a Line Crew Ground Support Program. Consideration will be given to ensure that the Line Crew Ground Support Program include members of the Michipicoten First Nation and the Pays Plat First Nation.

Procurement Strategy

Hydro One and Supercom support procurement opportunities for qualified Indigenous businesses and the development and capacity of Indigenous suppliers who can provide goods and services to Hydro One and Supercom for the delivery of the maintenance services contract. These goods and services will be are sourced through a competitive process to qualified vendors.

Hydro One and Supercom will consider the following options in a fair, open and transparent manner when a qualified Indigenous business could benefit from the maintenance services contract.

1. Preferred Indigenous business participation

Open to all vendors: Predetermined evaluation criteria enable preference to be given to sub-contract submissions that demonstrate Indigenous inclusion.

2. Mandatory Indigenous business participation

Open to all vendors: Procurement opportunities with conditions that specify a portion of the sub-contract must be provided by an Indigenous component (e.g., portion or percentage of work completed include work by an Indigenous business, subcontracting, joint venture or through Indigenous employment).

3. Targeted procurement strategy

In certain situations, Hydro One and Supercom may at its sole discretion, target the procurement to a subset of Indigenous businesses as opposed to a formal open competitive process, limiting competition to qualified Indigenous businesses.

4. Direct awards

This is to offer invitational procurement opportunities to a single qualified Indigenous business or community. A requirement for employing set-asides would be that value-for-money is maintained throughout the sub-contract.

Supercom and Hydro One will make commercially reasonable efforts, to the extent that the necessary capabilities exist within the Proximate Nations, to utilize options #2-4 for approximately 25% of the gross annual contract revenues of the Maintenance LP.

Business Target

On the matter of the committed business participation, the 3-year Indigenous Economic Benefits Plan will set aside a minimum quantum and/or specific scope of work of the maintenance services will be delivered through direct awards to Indigenous qualified sub-contractor(s).

Employment Target

On the matter of employment targets, the 3-year Indigenous Economic Benefits Plan will confirm a commitment to consider hiring based on needs, up to 2 trainees per year for three years from Line Crew Ground Support Program to deliver on the transmission line maintenance services contract.

Project Certainty

The 3-year Indigenous Economic Benefits Plan will confirm with the Indigenous communities located along the ROW that the maintenance services contract will provide benefits to Indigenous communities in exchange for their support of the contract project and legal certainty, e.g., an agreement to avoid claims, challenges, and/or delayed work.

Plan Summary

Objective	Activity	Timeline**
Market Analysis	Identify detailed labour and equipment requirements based on needs of the maintenance services contract	Within 3 months
Business Registry	Create a registry of pre-qualified Indigenous businesses	Within 6 months
Business capacity-building	Offer business capacity-building opportunities such as technical/professional expertise and advisory services	Ongoing
Labour Pool	Create a pool of qualified Indigenous labour resources	Within 6 months
Training Opportunity	Develop training capacity with IHSA, Anishinabek Employment and Training Services and Gezhtoojig Employment – target up to 2 trainees hired per year	Year 2 onwards
Procurement Set Aside	Set aside contracting opportunities for qualified Indigenous suppliers and sub-contractors – target up to 25% value of all sub-contracting opportunities	From 9 months onwards

** All timeframes commence once NextBridge provide notification to HydroOne and Supercom of award of the Maintenance Services for the new East West Tie 230kV Transmission Line.