



Community and Indigenous Engagement

At Enbridge, we work to ensure our relationships with communities and Indigenous groups are mutually beneficial—environmentally, socially, culturally and economically.

In this section:

Community Engagement

Indigenous Engagement



Community Engagement

We work hard to earn and maintain the trust of the people and communities who live near our assets and operations.

Business Context and our Strategic Response

We believe our long-term success depends on our ability to build effective, mutually beneficial relationships with the people and communities near our operations in Canada and the U.S. Coordinated, comprehensive management systems guide our approach, which is grounded in respect for our stakeholders and our commitment to foster open, transparent and meaningful dialogue with our neighbors.

Who are our Stakeholders?

Our stakeholders include the individuals and groups who live and work near—or who can affect or are affected by—our pipelines, power lines, operations and facilities. They include landowners, communities, governments, businesses, industry, non-government organizations and regulators, as well as the individuals and organizations with whom we work to prepare for and respond to emergencies.

We also engage with Indigenous individuals and groups living near our projects and operations in Canada and the U.S. However, because in both countries Indigenous peoples have distinct rights, we recognize them as being separate from other stakeholders. We have distinct policies, management systems and accountabilities for addressing Indigenous rights and building community-based relationships. We provide more information on our relationships with Indigenous Peoples in our discussion paper, [Indigenous Rights and Relationships in North American Energy Infrastructure](#).

Our Approach

Policy

We strive to ensure both the consistency and flexibility of our community outreach efforts. Initiatives we undertake must adhere steadfastly to our values and be customized to local needs and issues. Our [CSR Policy](#) and [Indigenous Peoples Policy](#) commit us to timely and meaningful engagement with all stakeholders through clear, honest and respectful interactions.

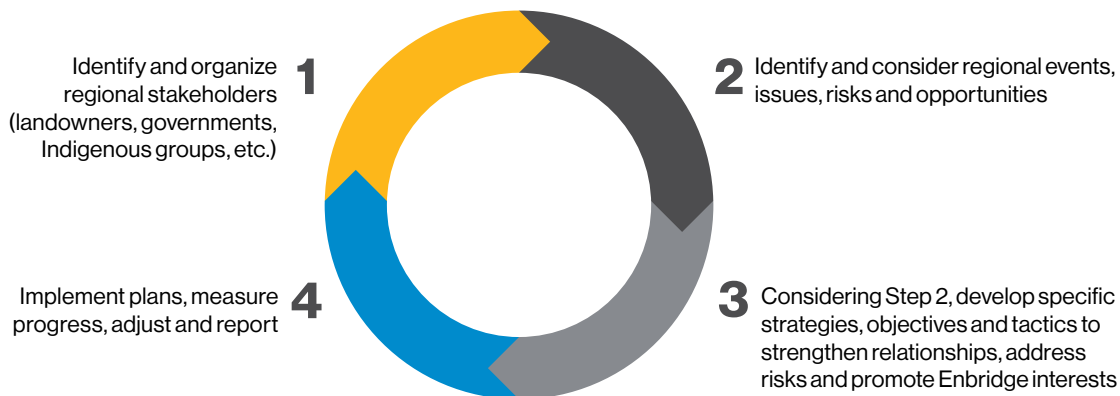
Integrated Management System

We have an integrated management system for engagement that supports our multi-disciplinary and strategic, relationship-based approach to managing engagement, inclusion and communication activities.

The system is coordinated, scalable, and incorporates standardized processes, procedures, tools and templates to enhance its effectiveness and provide consistency in our approach across all Enbridge projects and operations. It is based on leading industry practices and global benchmarking systems, and further advances accountability, documented reporting and continuous improvement.

As shown on the following page, the system involves four stages, each with its own requirements.

Community Engagement Process



Engagement Plans

Every community is unique—and so is every Enbridge project. That's why we execute specific engagement plans for all new projects requiring regulatory approvals. That being said, we do follow a systematic process to identify those unique stakeholders, circumstances and engagement plans for each project, and maintain guidelines or standards to ensure consistent and respectful engagement.

We also have engagement plans at the regional level for our liquids and natural gas pipelines operations to ensure stakeholder engagement and communication is consistent and ongoing over the lifecycle of our assets, as well as across our different operating regions.

Regional Engagement Plans

Through our Regional Engagement Plans (REPs), we work to develop and maintain constructive, meaningful and long-term stakeholder relationships.

Our REPs are based on a solid understanding of the regional environment and an effort to learn what matters most—the priorities, interests and concerns of our communities and stakeholders. These plans ensure that our engagement is ongoing and that we build meaningful relationships with stakeholders. The REPs also serve as a foundation of stakeholder information when new projects are initiated within a region. Plans are developed and measured using best practices.

Our REPs help us build and maintain stakeholder relationships in each region and ensure coordination between project planning, operations and community engagement. Multidisciplinary teams execute the operational engagement plans in an integrated manner, incorporating experience and learnings from community engagement.

Project engagement plans

As each of our new projects enters the planning stage, we create customized engagement plans for them. These engagement plans are designed to understand stakeholder issues; answer questions and obtain input on our project plans; improve awareness of community interests and perspectives; and adapt our plans based on what we learn.

Our project engagement plans involve identifying and prioritizing stakeholders, tailoring engagement methods according to stakeholder priorities, identifying and analyzing issues and risks, and developing mitigation plans and processes to respond to issues and risks that might occur.

To ensure that these plans are effective and appropriate, we reach out to stakeholders and their communities to get to know them, the local environment and the relevant issues. Outreach includes surveys, focus groups and meetings with community members, and we engage and communicate through newsletters, fact sheets, presentations, project update letters, telephone calls, emails, advertising, social media and community events and open houses.

Addressing Stakeholder Input

We recognize that some stakeholders may have concerns about our projects and operations, and we respect their desire to voice them. Enbridge welcomes and encourages respectful, two-way dialogue and problem solving, and we take all stakeholder concerns and requests seriously. We carefully track issues raised to ensure effective follow-up and capture within our REPs.

We have created processes to proactively manage stakeholder concerns and questions or complaints related to projects and operations in each region. We log issues as they emerge, identify and prioritize potential issues, and develop appropriate engagement or communication actions to resolve them.

We offer stakeholders a variety of methods by which they can reach us, including toll-free telephone lines, in-person meetings and dedicated e-mail addresses. Our REPs also include opportunities for stakeholders to connect with us, and for us to listen and respond to them.

Ways We Engage				
	Landowners and Tenants	Community Members	Emergency Responders	Government and Regulators
Face-to-face meetings	●	●	●	●
Newsletters, brochures and other collateral mailouts	●	●	●	●
Town halls and open houses	●	●		
Websites	●	●		
Social media	●	●		
Landowner advocacy group workshops and presentations	●			
Community events (such as BBQs)	●	●	●	
Employee volunteer projects		●		
Partnerships with local and regional organizations		●		
Community investment programs		●	●	
Online emergency responder training			●	
Facility and rights-of-way tours	●	●	●	●
Emergency response tabletop exercises			●	●
Regulatory compliance				●

Public Awareness Programs

As the owner and operator of 43,000 miles (69,000 kilometers) of pipelines transporting oil and natural gas, our highest priority is operating our assets safely and reliably to protect the people, communities and environments located nearby.

In Canada and the U.S., we adhere to regulatory requirements to maintain and deliver a Public Awareness Program. This safety communication program is dedicated to informing and educating our neighbors—landowners, tenants, business owners, communities, elected officials, excavators and emergency responders—about the presence of pipelines and associated facilities in their communities, and how to continue living and working safely around them. While specific outreach requirements for this program vary across Canada and the U.S., it's governed by an enterprise-wide Public Awareness plan which helps ensure quality, consistency and the integration of best practices, while ensuring compliance with regulations specific to each jurisdiction.

Our Public Awareness Program meets, and in many cases exceeds, regulatory requirements. We strive to demonstrate our commitment to safety by:

- Providing a standard for safety engagement and communication, including face-to-face meetings, information mailings and online content.
- Educating on damage prevention best practices to safeguard underground infrastructure assets.
- Contributing to local emergency response readiness.
- Aligning communication around emergency management and community investment.
- Leveraging best practices to continuously improve our Public Awareness Program.

Our Performance

The following examples illustrate how we demonstrated accountability and responsiveness to stakeholders through the initiatives in our major project engagements and REPs.

Emergency Responder Education and Engagement

Since 2013, Enbridge has hosted and operated a free Emergency Responder Education Program, as a way to continue educating emergency responders of their role in the event of a pipeline emergency. This Enbridge-owned training program was the first of its kind among U.S. and Canadian pipeline companies.

In late 2018, we moved away from a self-hosted program and now participate in industry-aligned training offered by the American Petroleum Institute (API) and the Association of Oil Pipe Lines (AOPL). This training is a free online portal that continues to assist in educating first responders on the techniques and skills necessary to address liquids or natural gas pipeline emergencies. Featuring content from the National Association of State Fire Marshals, this program is considered best-in-class and has been promoted to all first responders along Enbridge's system.



Community open houses: Who we are, what we do

At community open houses, residents can learn more about Enbridge's operations, community outreach and relentless focus on safety.

[Learn more](#)

As understanding of safety messages is important to us, and the API/AOPL training is only available in English. Enbridge continues to invite our French-speaking emergency responders to email or contact us directly to facilitate in-person training.

In addition, as part of the Public Awareness Program, Enbridge employees are trained in how to deliver key messages to emergency officials, sharing information about our pipelines, and how to initiate safe and effective responses in the event of an emergency. In 2018, we've carried out these liaison activities with more than 850 emergency response agencies across Canada and the U.S.

To learn about Enbridge's partnerships with communities and organizations in relation to water/biodiversity, please see the Environmental Management Systems section on Page 52.



The career 'arc' may start right here

Trade winds are blowing in Winnipeg. And for Manitoba's First Nations and Métis, they're bringing opportunity. First Peoples Development Inc., based in Winnipeg, MB, has launched a pilot project to tackle the lack of qualified on-reserve and rural trades. A series of welding camps, held in September 2018 and supported with an Enbridge grant, was part of this initiative aimed at producing a steady stream of well-trained apprentices.

[Learn more](#)

SPOTLIGHT :

"You lose that water access ... that is devastation."

Hear the [perspective of an irrigation farmer](#) on how Enbridge worked with landowners and the Canadian Association of Energy and Pipeline Landowner Association (CAEPLA) to ensure a vital supply of water for their crops.

"Respectfully and caringly are the two words that I can express."

Ken Habermehl, irrigation farmer and rancher





Project funding for community needs

In May 2018, Enbridge announced approximately \$1.35 million in Community Investment funding for more than 55 communities in Saskatchewan and Manitoba located near our Line 3 Replacement Program. The donations were made in support of locally driven projects and initiatives that support safe, healthy and sustainable communities — everything from swimming pools to parks and playgrounds, community hall and recreation centre upgrades, emergency response equipment and more.

[Learn more](#)

Connecting Pipeline and Communities

At an estimated cost of \$8.2 billion, the Line 3 Replacement Program (L3RP) is the largest capital project in Enbridge's history and represents our largest community and Indigenous engagement effort to date. This project involves replacement of approximately 1,031 miles (1,660 km) of pipe running from Hardisty, AB to Superior, WI.

Construction of the Canadian portion of the L3RP is complete; we anticipate bringing the pipeline into service in the latter half of 2019. Meanwhile, we continue to await final permitting before construction can begin on the majority of the American portion of the project.

Community and Indigenous engagement have been a major focus of the L3RP on both sides of the Canada-U.S. border.

In Canada, by the end of 2018, we had recorded approximately 26,700 engagements — from community meetings to phone calls, emails and open houses — with landowners, municipalities, Indigenous communities or groups, and other interested parties. More than 150 Indigenous communities were engaged from as far away as 186 miles (300 km) from the replacement pipeline right-of-way. As of May 2019, we had 58 agreements with 95 Indigenous communities which included \$30 million of capacity funding to address barriers to engagement and to support community priorities to allow Indigenous communities and individuals to participate in the project. Over \$400 million of contracts went to Indigenous businesses or partners, and more than 1,100 Indigenous workers were employed on the project.

For the U.S. portion of L3RP, in 2018 alone we conducted nearly 794 meetings with local governments, landowners, business and civic organizations, and first responders — bringing total outreach efforts in four years to more than 2,632 meetings and events. We hosted meetings with landowners and stakeholders along our existing right-of-way to discuss the decommissioning of the existing Line 3 and engaged separately along our preferred route to answer questions and gain feedback on L3RP. These engagement efforts had tangible impacts on the project, resulting in more than 50 responsive route changes. [Watch more about Line 3 community engagement.](#)

Enbridge has committed to spending \$100 million in Minnesota with Indigenous and tribally owned businesses on L3RP in support of local initiatives that support safe, healthy and sustainable communities.



Indigenous Engagement

We're working hard to align our interests with those of Indigenous communities and collaborating for mutual benefit. And we're committed to doing it with trust and respect.

Business Context and our Strategic Response

Enbridge is committed to fostering strong, respectful, long-term relationships with Indigenous nations and groups throughout North America. We believe that building, enhancing and sustaining these relationships is an operating expectation—and the right thing to do.

We recognize and respect Indigenous communities as distinct peoples, with their own cultures and priorities. Wherever our operations neighbor with Indigenous communities, we seek to partner and engage with them to reduce our operational impacts and maximize the social and economic benefits we can bring. With infrastructure for delivering oil, natural gas and power that spans North America, Enbridge engages regularly with over 200 Indigenous nations and groups in Canada and 30 federally recognized Native American Tribes in the U.S.

Our Approach

We are guided by a set of strong internal values and systems that help us navigate this rapidly changing landscape.

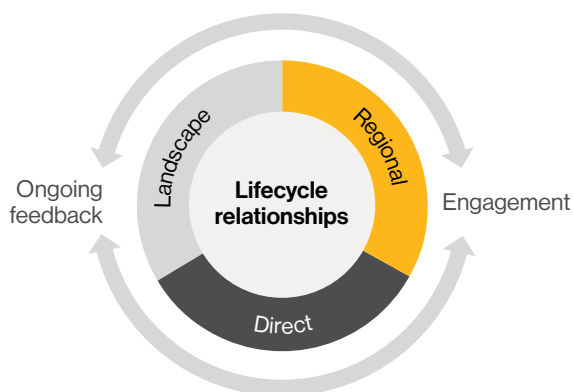
Our [Indigenous Peoples Policy](#) outlines the key principles that guide our engagement with Indigenous nations and groups in areas where our pipelines cross their lands. The policy, and its supporting guidelines, practices and management systems, recognizes the legal, regulatory and historic context of Indigenous rights and supports best practices on Indigenous consultation and engagement across all of our projects and operations.

Through our experience with the Line 3 Replacement Program, we stepped back and explored how our Indigenous engagement practices had evolved over the past few years. This resulted in an ongoing, deeper dialogue and a more comprehensive approach piloted across the enterprise to work more strategically with Indigenous communities on

shared goals. Today, we more fully appreciate the value that building longer-term relationships can create for both the communities involved and our business.

Our Indigenous Lifecycle Engagement Framework, introduced in 2018, guides our approach to building and sustaining long-term relationships across our business. We shared the framework with focus groups and Indigenous communities in Canada and are now incorporating their feedback into our planning. We will continue to actively engage and invite input.

Indigenous Lifecycle Engagement Framework



The framework sets out an engagement strategy on three distinct levels:

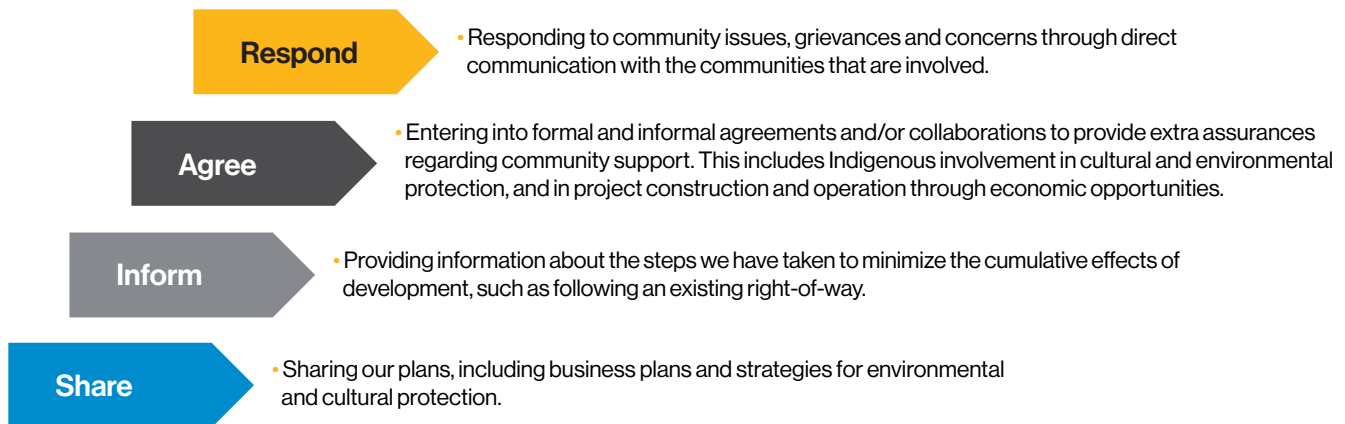
- **Landscape** level of engagement captures strategic, enterprise-wide engagement initiatives that impact the Company as a whole. Engaging with Indigenous leaders at this level will support ongoing and active engagement and communication.

- **Regional** level engagement involves Indigenous nations and groups located in geographic proximity to one another (e.g. the U.S. Midwest, the Canadian Prairies region and British Columbia). Regional initiatives focus on establishing opportunities for regional dialogue around key issues.
- **Direct** engagement is focused primarily on high priority nations—those that are near our infrastructure including: nations with Enbridge infrastructure on reserve (e.g. Fond du Lac and Swan Lake); nations within 12 to 19 miles (20 to 30 kilometers) of a pipeline right-of-way; and communities downstream of where a liquids

pipeline crosses a waterbody. Direct engagement activities tend to be site-specific and narrow in scope—activities that may be implemented most effectively and appropriately on a community-by-community basis.

Depending on the nature of a project, our Indigenous consultation and community engagement process can include elements from the diagram below:

Potential Elements Included in Indigenous Engagement



From Discussion to Defining Action

In 2018, Enbridge released a discussion paper on *Indigenous Rights and Relationships in North American Energy Infrastructure* to report on the steps we are taking to implement our Indigenous Peoples Policy and integrate Indigenous rights and sensitivities into our investment review process through early identification across our different types of investments.

Throughout the second half of 2018, the discussion paper was introduced to Indigenous leaders from over 20 nations in Canada with an invitation to review and provide input about its contents. We also received input through an online survey. Most of the feedback related to Indigenous rights, Enbridge's investment review process, employee awareness about Indigenous cultures and practices, and inclusion of Indigenous perspectives throughout our business. We were encouraged by the response; a direct outcome of the discussion paper is that it has helped us to better define our thinking and approach to lifecycle engagement with Indigenous nations and groups.



Our Performance

Creating Economic Participation Opportunities for Indigenous Nations

Wherever we engage with Indigenous communities, we pursue the support of economic development opportunities consistent with Indigenous communities' culture and community development plans. Indigenous socio-economic participation is central to our Indigenous Engagement Program. We have long recognized that hiring Indigenous businesses and contractors supports local employment, gives us the opportunity to understand available services and talent, and helps us build trust and relationships. We also appreciate the important contribution that Indigenous businesses make each year to the overall economy.

A specialized team within our Supply Chain Management (SCM) function focuses exclusively on expanding opportunities for socio-economic participation by Indigenous groups. The team includes Indigenous business development specialists with the skill sets required to support the achievement of our goals for Indigenous procurement.

In Canada, the SCM Indigenous Engagement team developed opportunities for Indigenous communities and businesses, with the largest effort on the L3RP. We have been able to work with local Indigenous communities, Indigenous businesses and our contractors to put over 150 Indigenous businesses and partnerships to work. The project employed over 1,100 Indigenous workers. Further, the project recorded an Indigenous spend of \$345 million as of the year-end 2018.

The SCM Indigenous Engagement team in the U.S. works with Indigenous communities and businesses to provide opportunities in training and education, employment, procurement and business development. By working with our general contractors and Indigenous business, we increased Indigenous economic spend from \$4.3 million in 2017 to \$14.9 million in 2018. This includes contracting, labor, business development and training initiatives. We have committed \$100 million in Indigenous spend focused on the L3RP in Minnesota.



Building Meaningful Relationships with Indigenous Communities

Investing in capacity

Enbridge is proud to partner with Indigenous communities near our projects and operational rights-of-way. We strive to share our success with these communities via investment, partnerships and human capital to support community organizations, fuel quality of life and make a positive, lasting impact. In 2018 Enbridge continued its long-standing support to enable communities to engage on our projects and build capacity within the community, as well as addressing community priorities—from educational programs to safety training and equipment, to cultural initiatives. Our capacity support in 2018 totaled nearly \$12.8 million. Details on our investment programs can be found in the Community Investment section on Page 70.

Surpassing \$1 billion

In the second quarter of 2019, we marked a major milestone, surpassing \$1 billion in Indigenous spend since 2011 across our LP and GTM businesses. This includes direct spend with Indigenous businesses as well as subcontracting opportunities for Indigenous business working suppliers and wages paid to Indigenous workers from our contractors.

Training and employment

We are continuing our efforts to increase Indigenous employment by working in partnership with communities, schools and local governments. Some of these partnerships include:

Oshkiimaajitahdah

Enbridge signed an agreement with Red Lake Nation's workforce development department, [Oshkiimaajitahdah](#), the United Association of Pipefitters and the Local 798 Welding Union to support the Red Lake Welding school with scholarships and donations for welding equipment. The agreement includes financial support to complete the construction of the manufacturing building in Redby, MN.

Everybody wins: Line 3 Replacement in Canada has maximized Indigenous participation

The pipeline we've built together is safer and will continue to provide economic benefits for Canada. Indigenous individuals, businesses and communities benefit in the short term from construction and the longer term through increased capacity, job experience, training and sustainability initiatives.

[Learn more](#)

American Indian Chamber of Commerce Wisconsin

Enbridge is a corporate member of the [American Indian Chamber of Commerce Wisconsin](#) (AICCW). The partnership with AICCW has provided mutually beneficial relationships with Tribal-owned and Tribal citizen-owned businesses. The partnership has provided Indigenous businesses contracting/subcontracting opportunities and labor resources for working on Enbridge projects; and sharing information with each other regarding Enbridge, Wisconsin Tribes and culture, and how we can work together for a sustainable future.

Cultural Awareness and Education

We provide Indigenous awareness training at Enbridge in support of our commitment to fostering an understanding of the history, traditions, rights and culture of Indigenous peoples among our employees and contractors. The training is designed to help employees and contractors communicate and engage more effectively with local Indigenous peoples. Approximately 1,500 employees and contractors have received Indigenous awareness training since the program's inception in 2016 in operating regions in Canada and the U.S. To extend the reach and impact of the program, we introduced online awareness training in 2019.

In 2019 Enbridge was the presenting sponsor for the [Calgary Stampede Elbow River Camp](#). We are proud to honor the historic relationship between the Calgary Stampede and the nations of Treaty 7, where families come together to share and express their cultural heritage and pass along traditions to the next generation.



A living connection to the history: Protecting Tribal traditions in Minnesota

Enbridge's Line 3 Replacement Project is about more than economics—it's about engagement, inclusion and respect. With nine Tribes participating directly through survey work, and more than 30 Tribes in total involved via consultation, Enbridge's L3R Tribal Cultural Resources Survey—encompassing all 337 miles of the project route across northern Minnesota—represents the largest Tribal cultural resources survey ever attempted in the energy industry.

[Learn more](#)



Wells Academy: A Minnesota story of technology, training and transformation

In 2018, Enbridge finalized a [13KW solar demonstration project](#) as part of a partnership between Enbridge and Native American-owned businesses, contractors and labor. Wells Technology was looking to bring their solar panels to the commercial market and we were looking for meaningful ways to collaborate with Tribes on renewable energy projects.

The solar panels are located at our office in Bemidji, MN. To date, 12,500 pounds of carbon dioxide (CO₂) emissions have been avoided. Working with Enbridge, Wells Technology was able to successfully bring a product to the commercial market and obtain UL listing and certification.

[Learn more](#)

Safety, Cultural and Environmental Protection

Enbridge has great respect for the cultural resources of our Indigenous and local communities. We seek to understand their concerns related to safety and the protection of cultural and environmental resources and values.

Indigenous and community-based input has also led to increased Indigenous participation in archaeological work, monitoring and cultural studies/surveys to inform environmental and cultural protection plans, and to increased Indigenous inclusion in emergency response planning and exercises for our L3RP.

In 2019 we concluded an extensive traditional cultural resources survey at the request of interested Tribal Nations in Minnesota—the largest Tribal resourced survey ever attempted in the energy industry. It extended beyond regulatory requirements and was carried out through a collaboration of nine Tribes participating directly through survey work, and more than 30 Tribes in total involved via consultation with the U.S. Army Corps of Engineers.

With input received from Indigenous nations we jointly collaborated and made changes to project design, planning and routing for our L3RP in both Canada and the U.S. to avoid sites of potential cultural significance. Tribal monitors will be hired for pre-construction and post-construction phases. The focus of the monitoring role is to provide an Indigenous perspective and ensure cultural resources are protected during the construction phase.

SPOTLIGHT :

Lighting the way

In 2018, Enbridge had the chance to share data with our Indigenous neighbors—and shed some light on history.

During consultation work to extend the Environmental Assessment Certificate for our Westcoast Connector Gas Transmission pipeline project in British Columbia, the Gitanyow Hereditary Chiefs Office asked us to share Light Detection and Ranging (LiDAR) data we had gathered years ago with University of British Columbia (UBC) researchers. When we reached out to UBC, we learned that LiDAR has become a valued tool in archaeological and cultural research—a tool and data previously unavailable to UBC.

As a result of our data sharing, UBC was able to identify more than a dozen potential archaeological sites of cultural significance to the Gitanyow peoples, including what may be a village site described in oral traditions. Researchers also found previously identified archaeological sites that had inaccurate coordinates and were able to correct the historical inaccuracies.

We were pleased to make Enbridge intellectual property available for this important work. After all, lighting the path forward often starts with shining light on our history.

Indigenous Spend in Canada and the U.S.¹

(millions)

	2016	2017	2018
LP	\$79	\$136	\$325
GTM ²		\$70	\$61
GDS	\$13	\$11	\$8

¹ Indigenous spend includes contracting, both direct from Enbridge and indirect sub-contracting opportunities, and wages paid to Indigenous workers.

² GTM spend in 2016 is combined under Major Projects.