

EXPERT REPORT MANITOBA HYDRO 2025 INTEGRATED RESOURCE PLAN REVIEW

June 12, 2026

Prepared for: Public Utilities Board

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1 INTRODUCTION

1.1 LAKE WINNIPEG INDIGENOUS COLLECTIVE

The Lake Winnipeg Indigenous Collective (the "Collective") is an Indigenous-led not-for-profit organization that seeks to advance Indigenous perspectives, values and knowledge in the protection and restoration of Lake Winnipeg for all future generations.

The Collective is governed by an Indigenous-led board, elected by members from First Nations and Metis members who maintain a deep connection with Lake Winnipeg. The collective was first conceived in 2014 at a gathering of leaders and water protectors from fourteen First Nations surrounding Lake Winnipeg. We incorporated in 2024 to support priorities and needs of all Indigenous rightsholders around Lake Winnipeg.

1.2 QUALIFICATIONS

Daniel Gladu Kanu is the Executive Director of the Collective. He has works over the past 20 years with First Nation communities to support and advise on community-led programs including habitat restoration, monitoring, energy and food. Please refer to Attachment 1: Resume of Daniel Gladu Kanu.

1.3 APPLICATION AS AN INTERVENER

The Manitoba Order-in-Council filed an order directing the Public Utility Board (PUB) to review the Manitoba Hydro 2025 Integrated Resource Plan (IRP) as submitted to the Minister of Finance on January 26, 2026. The IRP is an ongoing and iterative process uses primary goals is to "plan for safe, reliable energy that meets the evolving needs of Manitobans in accordance with Manitoba Hydro's mandate as defined in *The Manitoba Act*, the guiding principles in Manitoba's Affordable Energy Plan, the Minister's 2023 framework letter to Manitoba Hydro and any additional mandate letters to Manitoba Hydro". The PUB was instructed to conduct a public review and recommendation to inform the approval of the IRP by the provincial Cabinet.

The Collective represented by Daniel Gladu Kanu co-applied with Wa Ni Ska Tan Alliance of Hydro Impacted Communities to intervene in the public review of Manitoba Hydro 2025 Integrated Resource Plan Review. The PUB approved intervener status for Daniel Gladu Kanu and Wa Ni Ska Tan in PUB Order No.39/26 on March 12, 2026.

Pursuant to the Order, Wa Ni Ska Tan and Daniel Gladu Kanu's scope as interveners is defined on three points:

- “Manitoba Hydro's public engagement conducted in support of the development of its 2025 IRP, including approaches and outcomes;
- Implications of any shortcomings identified in Manitoba Hydro's public engagement, including related to IRP risks and resource options; and
- Opportunities for Indigenous-led energy resource options, including in relation to economic reconciliation. (PUB Order No.39/26)”

In addition to other issues, consultation pursuant to Section 35 of the *Constitution Act* is considered out of scope. With respect to the participation of the Collective, its members, individuals, organization and/or witnesses in this process does not constitute consultation defined under Section 35 of the *Constitution Act*.

2 ANALYSIS

2.1 EFFECTIVE PLANNING REQUIRES PUBLIC ENGAGEMENT THAT LEVERAGES INDIGENOUS PARTICIPATION AND PERSPECTIVES

As part of the Mandate letter to Manitoba Hydro, Minister Adrienne Sala states that “it is the clear expectation of our government that not only will Manitoba Hydro consult with Indigenous communities but partner with them to advance economic reconciliation so that all Manitobans can benefit from our Crown corporation” (Minister responsible for Manitoba Hydro, 2023). The challenges of going beyond consultation and fostering partnerships is not, and was never, limited to the duty to consult under Section 35 of the *Constitution Act*. Partnerships are best sustained by building long-term relationships with Indigenous nations, leaders and peoples using multiple channels and levels of engagement.

In addition to helping to fulfill the duty to consult, relationship building and partnership done across the organization will benefit future planning processes (Natural Resources Canada, 2017), like the IRP, and meet the goals and related policies of the province. Indigenous knowledge, rights and perspectives are not solely a matter under a duty to consult, but integral to good planning and establishing meaningful partnerships that overtime contribute to more reliable, affordable and equitable energy for all people in Manitoba.

A comprehensive review of working in a good way and/or applying best practices towards engagement with Indigenous people and nations is beyond

the scope of this report (Natural Resources Canada, 2017; Canadian Renewable Energy Association, 2020; Ocean Frontier Institute, March 2021; Public Health Agency of Canada, 2023). However, I will highlight a few features of what constitutes meaningful engagement relevant to the 2025 IRP:

- *Early engagement, preferably prior to any planning processes.* “Engaging Indigenous communities early in energy planning helps reduce project delays, builds stronger partnerships, and ensures that projects reflect local interests and priorities. Early engagement gives Indigenous communities the opportunity to understand emerging system needs, participate in the planning, and position themselves for potential partnerships” (Ontario, 2025, p.136);
- *Frequent connections throughout the process, before and after.* “Engagement with communities does not end with regulatory approvals. It is an ongoing activity throughout the project life cycle, from project development through construction, operation and decommissioning” (Canadian Renewable Energy Association, 2020);
- *Commitment of dedicated time and resources.* Engaging with any interested party in a process will be improved if everyone involved has the capacity. Indigenous communities, leaders and technical staff have not always had capacity to take on major engagement processes, while some have made considerable gains in capacity, many communities have not. Manitoba Hydro must seek to address gaps in capacity with a variety of First Nation and Metis partners;
- *Transparent and accountable processes.* “Transparency helps communities/interested parties understand decisions are being made and how their views and contributions were considered as part of the project review process(es). Publicly reporting what was heard throughout the engagement processes in a timely manner can reassure participants that they have been heard” (Natural Resources Canada, 2017); and,
- *Using multiple scales and touchpoints.* Manitoba Hydro has many opportunities to build relationships and trust with First Nation people and leaders, both within the context of the IRP and public engagement, and in other processes. The approaches and outcomes of each all contribute to building and eroding of relationships.

For the 2025 IRP and subsequent IRPs, public engagement processes are another opportunity to deepen and strengthen relationships and partnerships with Indigenous nations and peoples. Critically, each opportunity or activity must seek to maximize Indigenous participation. Meaning that special efforts and strategies are needed to ensure Indigenous participation in surveys,

interviews, workshops with interested parties, targeted outreach to Indigenous leaders, and meetings with the Technical Advisory Committee (TAC).

Taken together each activity contributes to the overall engagement and inclusion of Indigenous perspectives. The extra effort, time and resources are necessary to ensure Indigenous participation and enable the IRP to address gaps in energy infrastructure, affordability and reliability with and for Indigenous peoples.

One impediment to participation lies in the ambiguousness of Section 35 consultation. Leaders and community members must consider whether participation in public engagement processes is worthwhile. Could participation jeopardize current and future agreements and plans with the province or Manitoba Hydro? Is participation necessary when the community is anticipating an independent consultation process? When are the consultation processes? Do I/we have the capacity to participate in both? These risks, real and perceived, are not insignificant. Manitoba Hydro should facilitate more Indigenous participation and trust in the entire process, including public engagement, by communicating timelines and expectations and ensuring that formal consultation begins before the public engagement.

Public engagement asks that some degree of trust from participating stakeholders in the process. Well-established relationships and networks will be better able to engage with familiar processes and ensure the needs and concerns of their constituents are represented. Processes that increase the exchange of information necessarily require more effort and expertise for participants, potentially reducing the participation of Indigenous peoples in interviews, interested party workshops, TAC meetings, and even public hearings.

2.2 INDIGENOUS PEOPLES ARE UNDERREPRESENTED IN THE PUBLIC ENGAGEMENT PROCESS

During the first round of engagement, Manitoba Hydro presented to the Assembly of Manitoba Chiefs and conducted two surveys with 11 and 14 respondents representing at least 6 First Nation communities. On request from First Nation leadership, Manitoba Hydro held Energy Planning Workshops with First Nations that covered a issues specific to the community and the IRP (Attachment 1.2 - Appendix A - 2025 IRP Engagement Report). "To ensure that leadership could fully participate and share their perspectives, Manitoba Hydro committed that their opinions and perspectives would not be shared or published. (Information Request Wa Ni Ska Tan/MH I-3, April 15, 2026)"

Even with special measures, Indigenous people, people living on reserves, and people living in the north are underrepresented in 2025 IRP public engagement. By way of comparison, representatives from municipalities and major industries had the opportunity to participate in 1-hour interviews. In total, interviews were completed with 15 major industry representatives and 24 representatives from 18 municipalities (Manitoba Hydro, 2025). Whereas Indigenous leadership and members had no interviews with Manitoba Hydro.

To further elaborate on the timeline of when parties were being communicated with, during the first round of engagement, Major Industry Users had interviews organized a week prior to the opening date of the First Nations Leadership Survey. While this is not a drastic timeframe, in my opinion including Indigenous leadership participation earlier would improve engagement in the IRP. For this reason, Manitoba Hydro must maintain and expand on current engagements targeting Indigenous peoples and require pre-engagement during subsequent iterations of the IRP to improve participation.

Manitoba Hydro stated that the engagement was a two-way dialogue, "Engagement methods were chosen to meet audiences where they are and to support participation at their desired level of involvement throughout the process. The goal was to foster responsive, two-way dialogue to help inform the IRP," (Manitoba Hydro, 2025). In my opinion, engagement primarily through surveys does not provide an opportunity for two-way dialogue for Indigenous leaders and administrators. There is no evidence that concerns and priorities provided by respondents will receive a response.

2.3 RURAL AND REMOTE COMMUNITIES REQUIRE SPECIAL CONSIDERATIONS

Manitoba Hydro stated that the 2025 IRP need does not consider community-specific and regional needs (Attachment 1.1 - Appendix 2 - 2025 IRP Development Process, p.11; Information Request Wa Ni Ska Tan/MH I-16, April 15, 2026). The 2025 IRP is intended to be looking at the system from a high-level over long periods of time and regional concerns will be assessed through project-level reviews. In my opinion, the rural and remote regions in Manitoba deserve special attention and consideration in the IRP to account for exceptional risks and financial burdens.

The province of Manitoba is a large area with many populations within the province living in remote areas and communities, including First Nation and Metis peoples. Most of the Northern region of Manitoba, excluding Thompson and the Pas, is classified as "very remote" in the Index of Remoteness (Statistics Canada, 2023; Barkley, 2026). Manitoba's Northern region is distinct across

Canada as the largest “very remote” area south of the 60th latitude. First Nations and Metis people make up a higher proportion of the Northern region and remote areas more broadly than non-Indigenous. “Remoteness is an important determinant of socio-economic and health outcomes (Barkley, 2026, p.15).”

If a planning process excludes regional considerations, then resource options, evaluation and selection processes risk favouring options that do not align with priorities and needs of remote communities, and deepen socio-economic impacts experienced by remote regions.

High-level planning processes like the IRP, necessarily must restrict their scope to avoid becoming unwieldy. The IRP is intended to guide long-term planning which creates momentum and rationale for specific investments and resource options. By excluding First Nations and remote communities from any special consideration, the IRP is at risk of causing undue harm to remote communities. This means, remote communities are unable to improve access and/or generate affordable and reliable energy essential to key to participating in the economy.

Due their unique geographies and histories, remote communities have lower populations and less connections. Even with a lower population the risks of emergencies and energy failures have a disproportionate financial cost that impacts ratepayers across the entire province. There is further risk to the economic development of these areas as investments in businesses, housing and economic development require access to reliable energy infrastructure.

First Nation surveys and interviews point to the need for self sufficiency and reliability for energy, this is especially pressing in communities disconnected from the grid.

Transitions across the energy grid, selecting new generation and increasing efficiency requires time, resources and coordination. Special consideration for remote and rural communities is essential.

2.4 EVALUATION OF SOCIO-ECONOMIC IMPACTS DOES NOT ALIGN WITH PRIORITIES FOR INDIGENOUS COMMUNITIES.

According to Manitoba Hydro, additional metrics for the socio-economic theme were not considered for this IRP” (Information Request Wa Ni Ska Tan/MH I-9, April 15, 2026). They further noted that the evaluation assessment for the development plans was new for the 2025 IRP, and that the metrics were validated during the public engagement and can be “built upon for future IRPs”. Improving the metrics and themes and responding to new context is a good practice for an iterative process such as the IRP. For the purposes of this

analysis, I will focus on the socio-economic theme as a critical theme for both Indigenous and non-Indigenous peoples in Manitoba.

IRPs are distinct from other energy planning processes because they consider societal value and impacts of different resource options (Marchetti et al., 2023). Many of the metrics used to measure socio-economic impacts are difficult to measure and compare, as they rely on qualitative data. This leads to a bias towards financial and discrete measures that miss other potentially important socio-economic impacts such as health, wellbeing, infrastructure, cultural impacts, livelihoods, subsistence, human rights, and security.

There are several substantial and well documented socio-economic gaps between Indigenous and non-Indigenous peoples in Canada that extend beyond (Indigenous Services Canada, 2023). For example, First Nation people living on reserve in Manitoba are more likely to live in crowded housing than non-Indigenous people (%20.8 and 3.1%, respectively). Manitoba has a larger gap (17.7%) than any other province in Canada (Indigenous Services Canada, 2023). Solutions to address housing rely on access to affordable and reliable energy and heating. Resource options evaluated for their impacts to housing would put more weight into demand-side solutions such, alternative heating systems, ground-source and energy efficiency. These types of initiatives are being employed in First Nations. Helping to create employment and businesses in the process.

Another major socio-economic gap for Indigenous peoples is in employment rates and income (Indigenous Services Canada, 2023). With all categories of Indigenous people experiencing a significant gap with non-Indigenous people, the gaps for First Nation men on reserve (31.1%) and off-reserve (16.6%), while First Nation women on-reserve (23.1%) and off reserve (13.9%). The means that employment as a major focus of the economic reconciliation metric remains critical to the IRP.

The 2025 IRP and subsequent IRPs will guide resource development and investments in the province. The planning process and evaluation are useful in bridging those gaps and reducing and/or eliminating undue harms that are perpetuated when Indigenous people cannot adequately inform the process.

As noted in Attachment 1.1 - Appendix 8 – Evaluation, the socio-economic impacts varied with different load projections influencing both the labour market and creates a positive feedback loop with economic development. Notably customer-side solutions such as energy efficiency, were scored more favourably with socio-economic impacts due to benefits from using local suppliers and long-term local workforces.

The theme used in the 2025 IRP focuses on two similar metrics:

1. **Economic Reconciliation** concerned with “potential to promote economic reconciliation with Indigenous peoples, Nations, businesses, and governments.” This metric is further defined by the promotion of economic benefits that include employment, training, investment options, opportunities to participate and procurement.
2. **Economic Opportunity**, defined as “potential benefits to the Manitoba economy and community well-being.” Similarly, this metric considers economic development and job creation.

Notably economic reconciliation is a relatively new concept that is not yet well defined and remains fraught with feelings and experiences about the Canada and Crown’s broader response to address Calls to Action by the Truth and Reconciliation Commission of Canada (Truth and Reconciliation Commission of Canada, 2015).

Participants in the Economic Reconciliation Roundtable held on February 8, 2024, did not meet a consensus on a definition (ISC, 2024). Many of the views expressed noted the need for economic development, procurement and job creation along with Indigenous self-determination, addressing historic impacts, increasing investments in community infrastructure, building trust and ensuring early access to opportunities. The challenge is whether economic reconciliation as a metric will be useful without being defined.

Manitoba Hydro attributed feedback from the Technical Advisory Committee (TAC) as part of the reason for using the economic reconciliation metric (Wa Ni Ska Tan/MH I-10). As noted in the TAC meeting #3 summary notes, members said that “when comparing future resource development plans, considering opportunities for economic reconciliation is appropriate” (Attachment 1.2 - Appendix A - 2025 IRP Engagement Report, p.770, 2025). Some of the TAC members stated that:

“Reconciliation or Economic Reconciliation metric could be its own value theme. They noted the need for a baseline definition of economic reconciliation, suggesting it should address historical and ongoing impacts, with a focus on public interest and quantify these impacts for future measurement. One member highlighted the importance of acknowledging an Indigenous worldview, noting this is circular and should include both storage as well as generation. Members stressed the importance of being involved in planning and policy development, highlighting the need to redefine roles and relationships through trust, transparency, governance, and empowerment.” (Attachment 1.2 - Appendix A - 2025 IRP Engagement Report, p.771, 2025).

Socio-economic needs go beyond the ability to gain employment or engage projects. Many survey respondents spoke to the need for self sufficiency and addressing economic development as important contributors to any healthy economy. In addition, First Nation reserves have a more mixed economy relying on non-monetary exchanges, reciprocity and subsistence (Natcher et al., 2021). The absence of financial measures presents a challenge for evaluation, however in my opinion development plans within the IRP would be more robust if they were evaluated with socio-economic indicators informed by people who rely on non-monetary ways of living. Recognizing that these are current and ongoing realities for many people across Manitoba, and that all Manitobans including Indigenous peoples deserve an energy system that was planned with them in mind.

Evidence supporting what social economic impact assessments do to mitigate the potential impacts to communities from a proposed development project, requires engagement to make informed decisions. The information used to determine the socio-economic impacts should be gathered during the public engagement process, when promising economic reconciliation, this focuses on the engagement with First Nations members and leadership.

“Social Impact Assessment includes the processes of analyzing, monitoring, and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment. (International Association for Impact Assessment, n.d.)” To further investigate ways to determine socio-economic impacts of the development plan in the IRP, Manitoba Hydro should consider identifying additional metrics to assess communities' way of life, culture, health and wellbeing, fears and aspirations.

2.5 SUPPORT FOR INDIGENOUS-LED ENERGY INITIATIVES IS ESSENTIAL TO THE MANITOBA'S FUTURE ENERGY

The 2025 IRP incorporates a plan from the Manitoba's Affordable Energy Plan to support Indigenous-owned electricity generation and more specifically the plan to build 600mW wind generation capacity (Government of Manitoba, 2024). This marked a significant policy shift for the province and was an encouraging signal for Indigenous governments and businesses that had been planning and building energy projects at various scales.

Although no specific project analysis was conducted, Indigenous majority-owned wind projects were considered by Manitoba Hydro to have “an added

element of favourable opportunities for economic reconciliation". (Information Request, Wa Ni Ska Tan/MH I-11, April 15, 2026)"

The selection of wind and the capacity of the grid to accommodate 600 MW of wind was informed by Manitoba Hydro's "internal experience, findings and system planning analysis undertaken as part of the 2023 IRP. (Wa Ni Ska Tan/MH I-12)." Notably this estimate then became a policy objective in the Manitoba's Affordable Energy Plan and returns to the 2025 IRP as an input within the model. In my opinion this reduces the ability of the IRP model to respond to changes in the energy landscape or with Indigenous partners themselves. The model and selected development plans adhere to the input of 600 MW of wind generation that limits resource options available to both Manitoba Hydro and Indigenous partners.

Indigenous governments and businesses have planned and built a variety of demand and supply-side energy initiatives. This includes but is not limited, to energy retrofits and geothermal installations in Brokenhead Ojibway Nation, Sioux Valley Dakota Nation, Sagkeeng First Nations, Long Plain First Nation, Peguis First Nation, and Fisher River Cree Nation; a seven acre solar farm in Fisher River Cree Nation, and integrated biomass, geothermal and solar project in remote diesel communities of Lac Brochet, St Theresa Point and Shamattawa.

The IRP further reinforces the wind power options that has the potential to limit projects and investments with Indigenous partners. In my opinion, many communities and regions will benefit from more specific planning and selecting different approaches to energy projects. This specificity will be critical for communities that are more vulnerable to power failure or are not part of the grid. The concern then is whether Manitoba Hydro will shift investments into infrastructure away from what Indigenous communities and partners need towards larger scale wind power projects exclusively.

Manitoba Hydro and the province of Manitoba have committed to partnership with the Indigenous nations and also have committed to majority-owned wind projects. Many First Nation and Metis people, businesses and governments have expressed interest in working towards those partnerships, including the current "Call for Power" (Manitoba Hydro, 2026). Manitoba Hydro and Indigenous partners have an opportunity to shift the relationship and build critical energy infrastructure together. The Call for Power included some limitations, such as citing projects near substation all centred in southern Manitoba, however Northern Indigenous proponents can still build wind farms in Southern Manitoba and receive economic benefits much like any business. In my opinion, Manitoba Hydro and the 2025 IRP should be used to strengthen partnerships and avoid

locking in investment that exclude or hinder other energy priorities for Indigenous communities.

3 CONCLUSION

The 2025 IRP is a major undertaking and critical for all Manitobans as we look to future with reliable and affordable energy. Throughout my review, I have shown some of the ways that planning processes can exclude and harm Indigenous people that could further perpetuates negative attitudes between Manitoba Hydro and Indigenous communities. With commitments made prior to the 2025 IRP by the province of Manitoba to change the relationship, this IRP going forward should take extra measures to achieve that very objective.

Towards that end, Manitoba Hydro, must work to address gaps in public engagement, socio-economic assessment and supporting Indigenous-led energy initiatives.

4 DEFINITIONS AND ACRONYMS

The following definitions apply in this report;

“Communities” mean the specific living network of relationships in an area of Manitoba.

“Crown Corporation” means a provincially owned organization, in this case, Manitoba Hydro, responsible for all electricity and natural gas distribution

“Customer-side” means strategies that reduce the overall demand for electricity or shift energy usage patterns

“Energy grid” means an interconnected network for electricity delivery from producers to consumers.

“First Nations” mean a band as defined in the Indian Act (Canada).

“Indigenous Leaders” mean those who guide, represent and advocate for members, communities, nations and peoples.

“Interested parties” mean external groups, organizations and individuals consulted during the IRP.

“Reserves” means land set aside by the federal government for use and occupancy of a First Nation community.

“Major Industry Representatives” mean the large scale commercial and industrial customers who consume significant volumes of electricity and natural gas.

“Metis” means a distinct Indigenous people of mixed European and Indigenous (primarily First Nations) ancestry.

“Municipalities” mean a specific geographical area –such as a city, town, or village that is legally recognized and self-governing.

“Remote” means an area that is geographically distant.

“Load-projections” mean the potential future demand for electricity and natural gas over a given timeframe.

“Qualitative data” means descriptive information that captures qualities, characteristics, and meanings.

Acronyms

“IRP” means Integrated Resource Plan

“The Collective” means Lake Winnipeg Indigenous Collective

“PUB” means Public Utilities Board

“TAC” means Technical Advisory Committee

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DANIEL GLADU KANU

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OBJECTIVE

To support a collaborative organization that supports Indigenous right to self-determination.

SKILLS

- 20 years of project management and evaluation experience with First Nations.
- Builds collaborative and meaningful relationships.
- Talented and thoughtful communicator.
- Accustomed to adapting programs and working with uncertainty.
- Effective leadership coach for staff and community partners.
- Proven ability to develop and implement strategic plans internally and with partners.
- An Anishinaabe man working to promote understanding of Indigenous culture and diversity.
- Trained biologist working across multiple disciplines.

EXPERIENCE

EXECUTIVE DIRECTOR • LAKE WINNIPEG INDIGENOUS COLLECTIVE • 2018 – PRESENT

Supports the governance, fundraising, advocacy, research and programing for the collective. The collective Has an annual budget of \$250,000 and three staff. The collective works with 14 First Nation communities around Lake Winnipeg to advance Indigenous values, knowledge and perspectives in protecting Lake Winnipeg and the watershed. water, and support capacity building efforts by those communities.

PROJECT MANAGER • FOOD MATTERS MANITOBA • 2013 – 2018

Managed the partnership programs with an operating budget of \$500,000 that engaged over 50 champions in 20 First Nations across Manitoba to create projects that produce, harvest and share food within their communities.

PROJECT MANAGER • CENTRE FOR INDIGENOUS ENVIRONMENTAL RESOURCES • 2008 – 2012

Managed and supported projects that built the capacity of First Nations to conduct biological surveys, monitor environmental contamination, create watershed and climate change adaptation plans, and review environmental assessments. I was responsible for identifying partnerships, advising on research methodology, providing analysis on emerging topics, and seeking new funds for projects.

Continue on next page...

EDUCATION

BIOLOGY HONOURS • 2007 • UNIVERSITY OF WINNIPEG

With electives in environmental chemistry and Indigenous law and history.

CONFLICT RESOLUTION TRAINING • 2016 • RESOLUTION SKILLS CENTRE

LEADERSHIP TRAINING • 2017 • ANIMA LEADERSHIP

SELECTED PROJECTS

- **Lake Winnipeg Environmental Monitoring Network** (2020 to present) Develop and implement an environmental monitoring network with First Nations and guardians to monitor and restore critical waterways and shorelines in Lake Winnipeg. <Environment and Climate Change Canada, other funders>
- **Developing the governance of the Lake Winnipeg Indigenous Collective** (2018-present) Working with an Indigenous steering committee and partners to develop governance structures and strategies to establish the collective as an independent Indigenous organization. <Environment and Climate Change Canada, other funders>
- **Food Security Social Enterprise Development** (2016 to 2018) Working with two communities to plan and implement social enterprise businesses that create new opportunities for community members and increase food security in their communities. <Province of Manitoba, Federal Government>
- **Standing Medicine People, and Youth Taking Action on Environmental Contaminants** (2013 to 2015) Community-based research with five First Nations to investigate contaminants in Indigenous foods, and develop educational posters, book and videos. <First Nation Environmental Contaminants Program>
- **Watershed Planning Tool Development** (2010 to 2012) Created a series of guidebooks based on the real-world experiences of First Nations engaged in watershed planning in different jurisdictions across Canada. <RBC Foundation>
- **Aboriginal Early Detection Network for Aquatic Invasive Species** (2011 to 2012) Strategy planning with fishers and community members for preventing and detecting invasive species in the Winnipeg River watershed. <Environment Canada>
- **Species at Risk Pathfinder for First Nations in Manitoba** (2008 to 2012) Raising awareness about the Species at Risk Act by developing educational materials, training First Nations to conduct field surveys, and engaging First Nations in the listing and recovery of species at risk. <Environment Canada>
- **Manitoba First Nations Environmental Contaminants Pathfinder** (2008 to 2011) Assisted First Nations in developing and implementing fish and water monitoring projects. <First Nations and Inuit Health Branch>