



# *Energy Leadership in Canada: Are We Up to the Challenge?*

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*Generation West: The Future of Electricity in Western Canada*  
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# Overview

- ▶ A Perfect Storm for Leadership Failure
    - Energy policy increasingly complex
    - Mounting uncertainty
    - Bias against collaboration post-NEP
  - ▶ How Are We Doing?
  - ▶ What Could We Be Doing Better?
    - Put the current period in historical context
    - Think carefully about governments' roles
    - Recommendations moving forward
- 

# Perfect Storm Part I: Energy Policy Increasingly Complex

- ▶ Governments in search of the 'holy grail' of energy policy in the 21st century
    - identifying the appropriate balance points between energy Market, Environment, and Security imperatives, in a way that is Socially acceptable
    - what kind of MESS will govts make of energy policy – a disorderly MESS or a MESS hall?
- 

# Perfect Storm Part II: Economic and Political Uncertainty

- ▶ Economic uncertainty: 'shale revolution' transforming North American energy picture
    - From hydrocarbon scarcity to abundance in US
    - Where and how will energy flow?
    - Calls into question size/viability of US for Cdn energy: from customer to competitor?
  - ▶ Political uncertainty: social acceptability challenges broadening/deepening
    - From NIMBY to BANANA and beyond
- 


# Perfect Storm Part III: Energy Federalism in Canada

- ▶ Bias against collaboration post-NEP
  - ‘Third-rail energy federalism’:
    - provinces assertive and develop energy policies mainly independently
    - federal government has circumscribed its role
    - national approaches anathema


But it was not always this way!!!




# How Are We Doing?

- ▶ National energy strategy discussions a good start, but
    - Lack of federal engagement
    - Lack of direct involvement of aboriginal peoples
    - Easier for provinces to agree on ‘principles’ than what happens when rubber meets road
  - ▶ Surprisingly limited Canada–US engagement
- 

# What Could We Be Doing Better?

- ▶ Place current period in historical context (pre-NEP)
    - In the past, govts collaborated more and were open to national approaches
    - Previous periods of market uncertainty have been met with national analysis and debate
  - ▶ Think carefully about government roles
    - Post-1980s, governments have gone from 'ringleaders' to 'cheerleaders' – but still have essential leadership roles to play
- 

# Recommendations Moving Forward

- ▶ Move beyond 'third rail' energy federalism
    - Need to develop norm of collaboration – between political leaders and between citizens
  - ▶ Shift from reactive, ad hoc approaches to proactive coordinated methods
  - ▶ Build awareness, understanding, debate and consensus
    - Political leadership can help pave the way for regulatory processes
  - ▶ Identify and adopt/adapt best practices
- 



# The World's First Post-Combustion Coal-fired CCS Project

## SaskPower



*Twitter:*  
**@SaskPowerCCS**

# 2,300

**Coal Plants  
Worldwide.**



# 1,000

**Coal Plants  
Planned for  
the Future.**





**BY 2020**

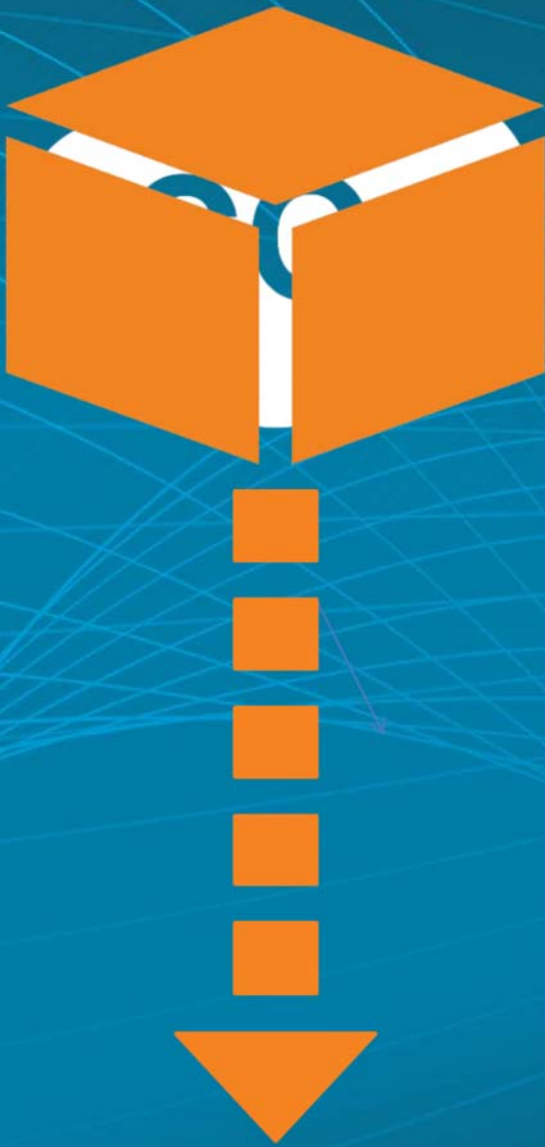
**Coal Will Surpass  
Oil as the Top  
Global Fuel.**



# 42%

**Of the World's Electricity  
was Generated by  
Coal in 2012.**

# WHAT IS CCS?





# Meeting a Leadership Challenge.

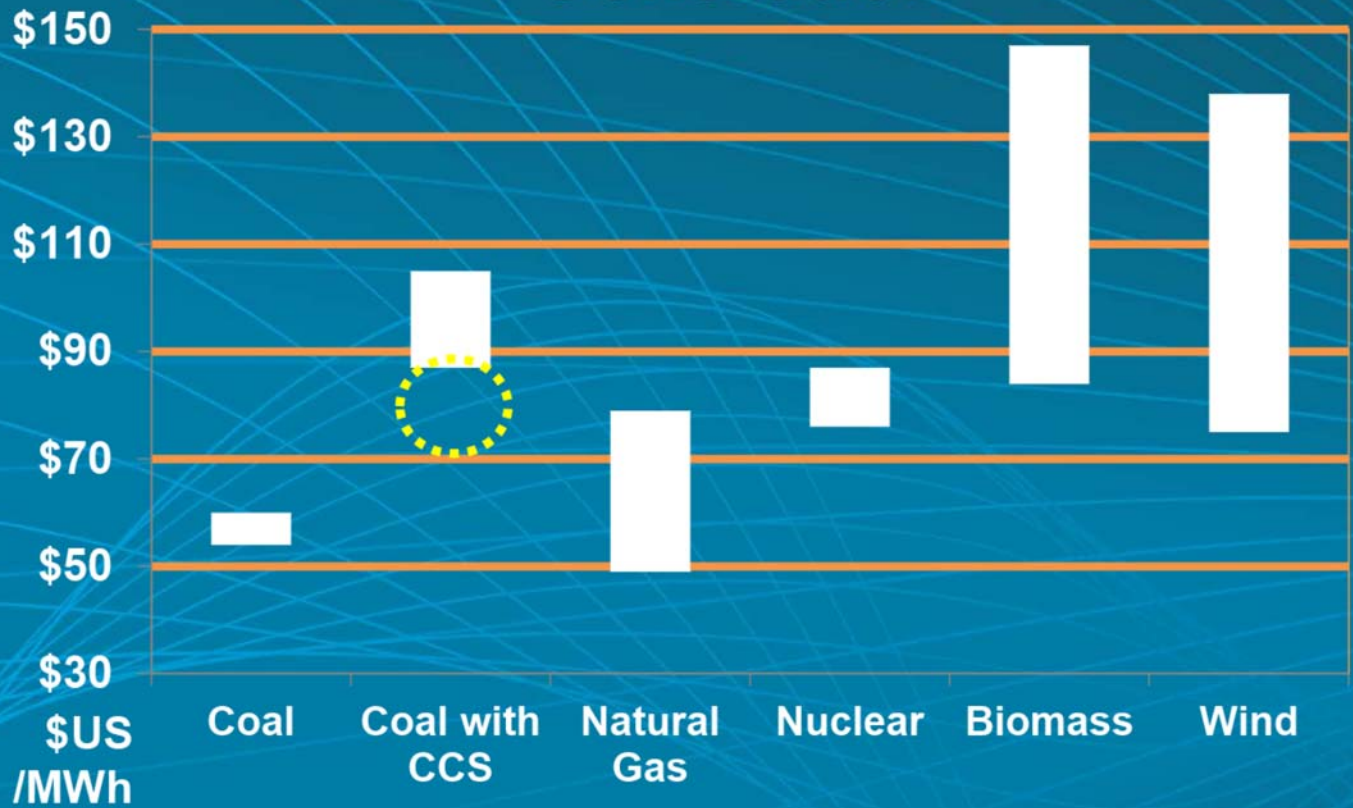


# How & Why We Made It Happen.





# Generation

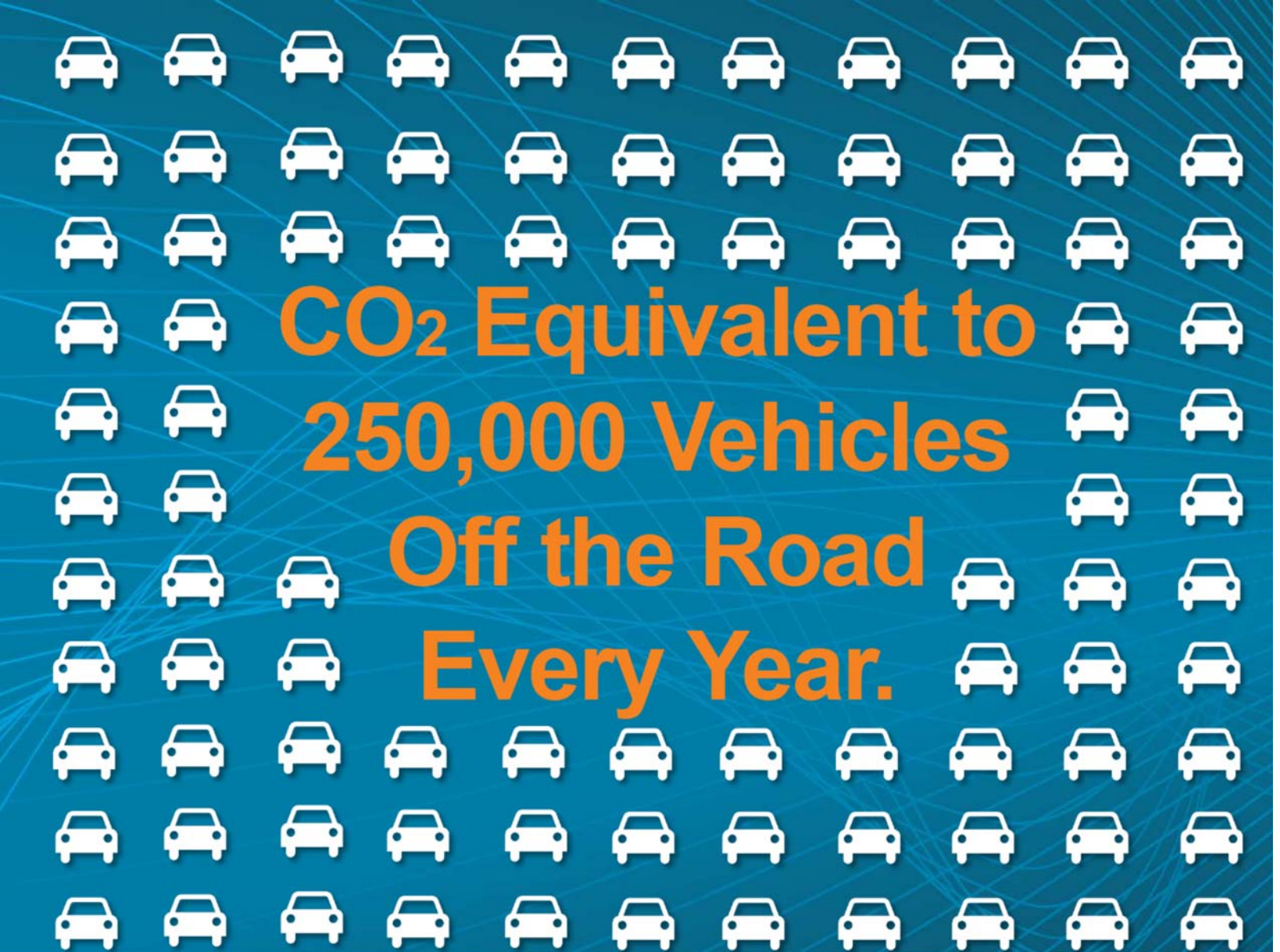


**SaskPower's  
Experience.**



# THE SASKATCHEWAN CCS REALITY – BOUNDARY DAM





**CO<sub>2</sub> Equivalent to  
250,000 Vehicles  
Off the Road  
Every Year.**

# SaskPower's Experience.

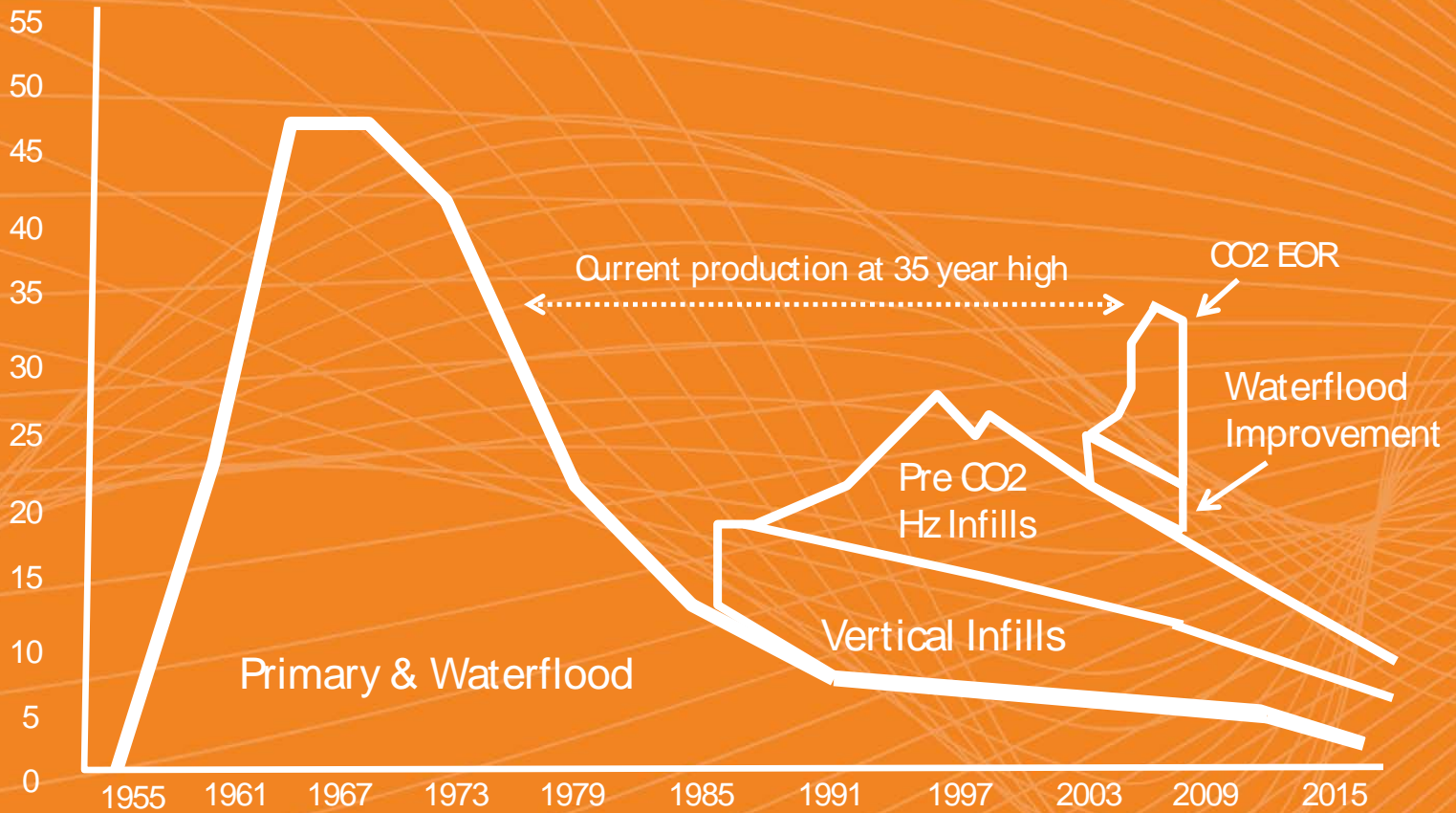




# Repurposing By-Products.

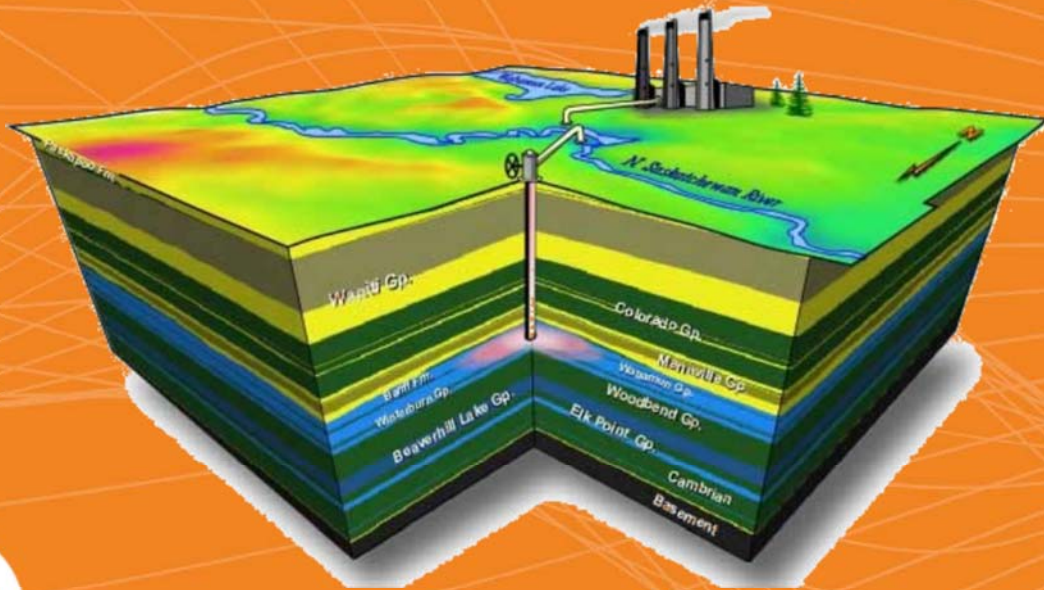


# Enhanced Oil Recovery.





# Storage.



**Aquistore**

**cenovus**  
ENERGY

# What We Have To Offer The World.





# Meeting a Leadership Challenge.



## 1 Million Tonnes of $\text{CO}_2$ Per Year.

# A Model of Environmental Sustainability.



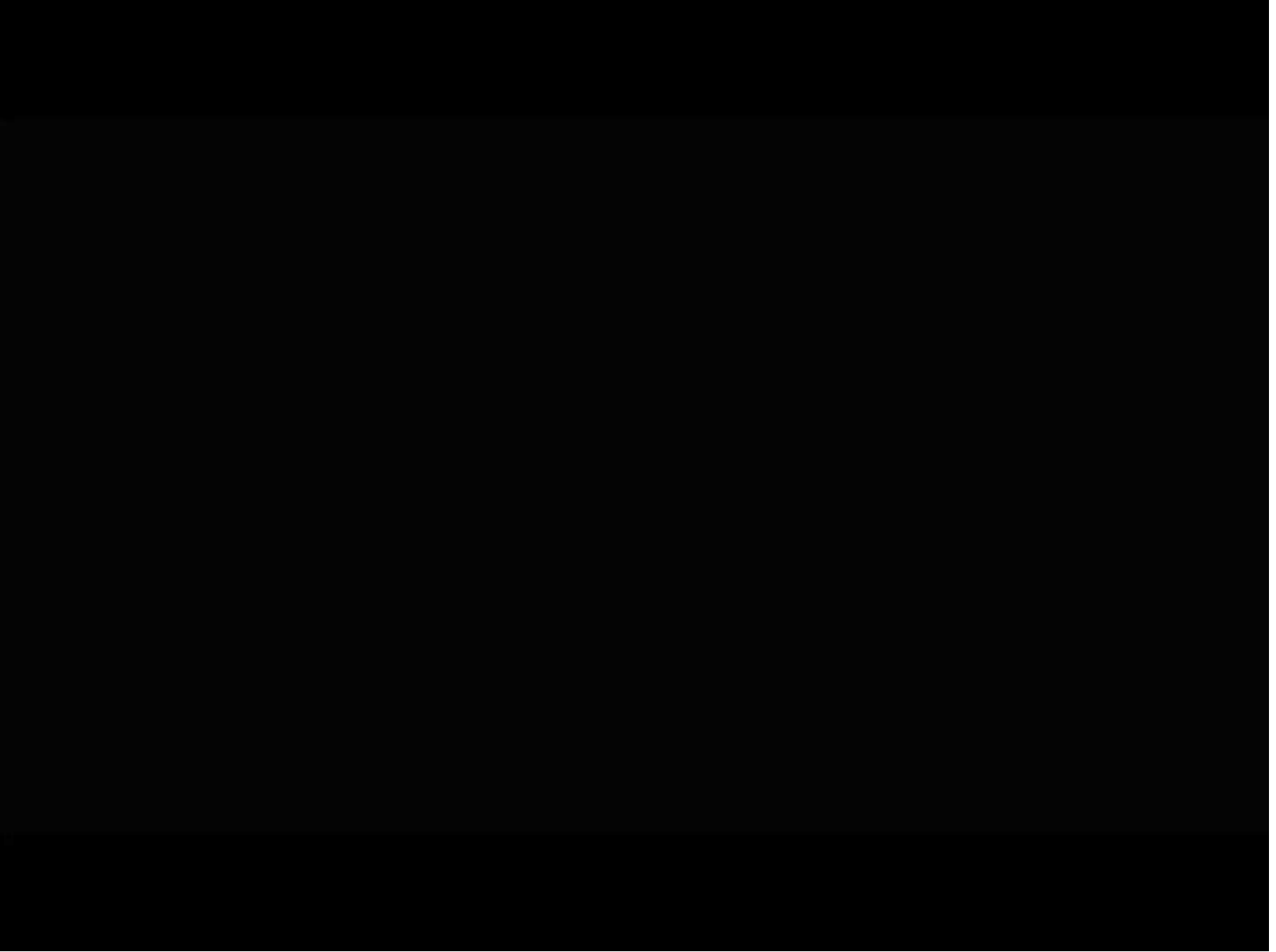


# Consortium



**We've  
Had  
Interest  
From:**







# The World's First Commercial Coal-fired CCS Project

## SaskPower

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**Twitter: @SaskPowerCCS**



First Nations  
Power Authority  
of Saskatchewan

# FNPA - The Pathway to Powerful Opportunities™

Generations West Conference

December 11, 2013

Regina, SK

# New to FNPA?: FNPA is...

- What? A membership-based not-for-profit corporation in Saskatchewan.
- Why? Arose of out a growing interest among First Nations and IPPs to work together in SK
- Our role? Facilitate First Nations-led projects in the power industry



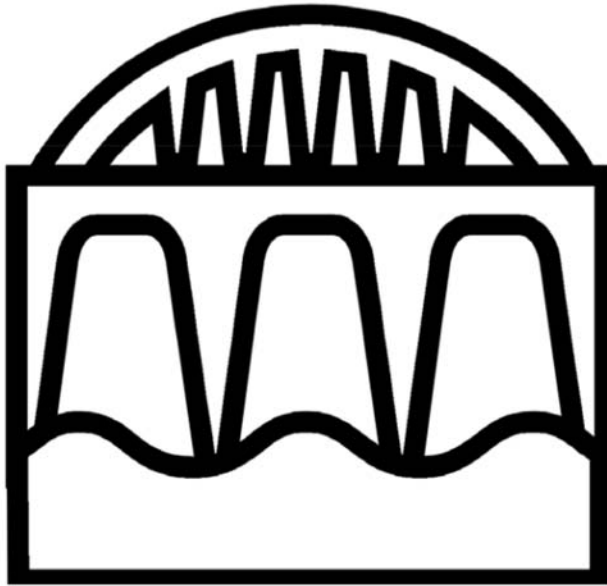
# The Gaps for New Entrants

- What are the real SaskPower opportunities and how to access them
- Easy and affordable access to expertise
  - Power Industry Fundamentals – is this the right decision for our community?
- Procurement pathways to support capacity building
  - For FNPA First Nation members
  - For SaskPower!



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# FNPA - Building Bridges, Building Partnerships



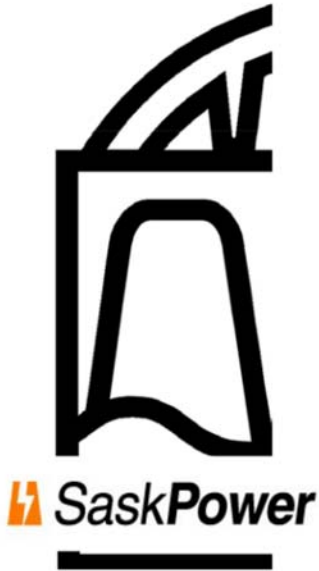
- Concept – build a bridge between FN business interests in the power sector and SaskPower
- Address the gaps
- Meet long term goals



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# Building Bridges – Start with your Customer

- Put the customer first
  - Understand well the customer's needs and priorities
  - Solidify the opportunity with the customer – Master Agreement
  - Identify specific project opportunities to fall under a Master Agreement





# FNPA Master Agreement Model



# Building Bridges – Members are Key



- Common Interests
  - Business opportunities in Saskatchewan
  - Increase the success rate
  - Reduce project risk



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# FNPA General Membership

- Held by First Nation Entity - voting
- General Member Value Proposition:
  - Baseline industry information to support informed decision making
  - Clear development pathways
  - Reduced project risk/cost



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# FNPA Industry Membership

- Held by experienced and proven Industry - Non-Voting
- Industry Member Value Proposition:
  - Informed First Nation partners
  - Saskatchewan business environment
  - Access to Set Aside and other unique procurement opportunities
  - Input into procurement design



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# Building Bridges – Making the Connection Through Partnership

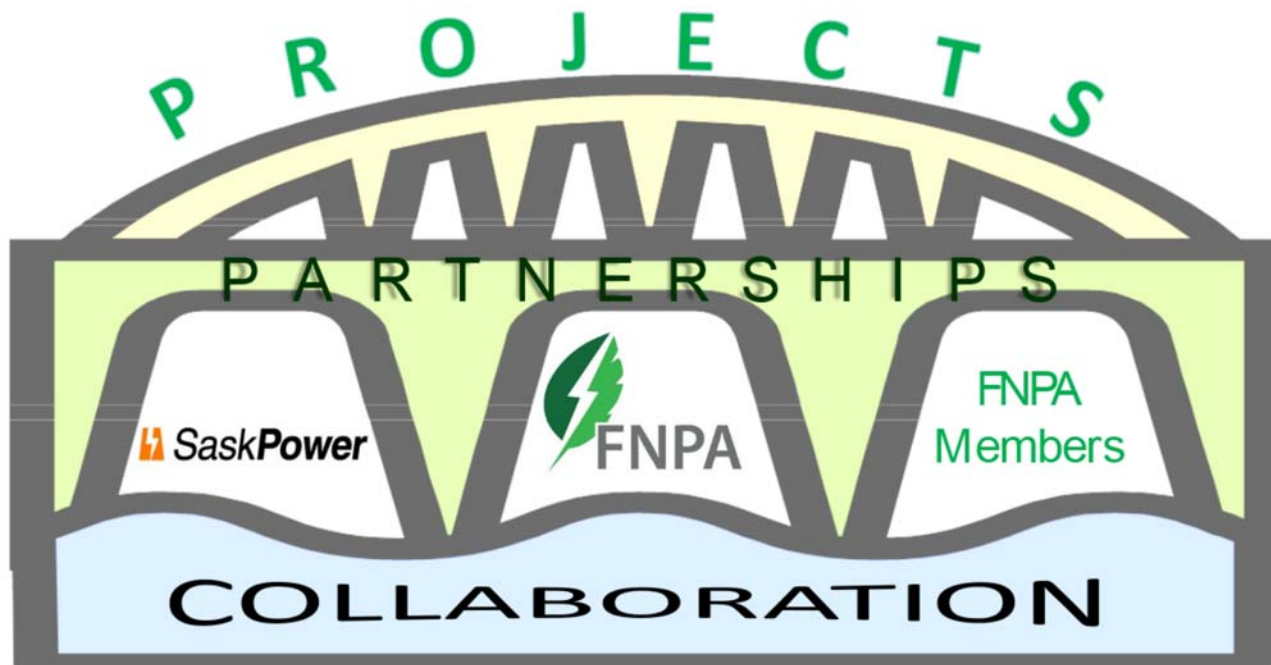


- Marketable Project Opportunities
- Engagement at concept stage
- Informed and cost-effective decision making
- Clear pathways to opportunities



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# FNPA – The Path Forward



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# FNPA Long Term Goals

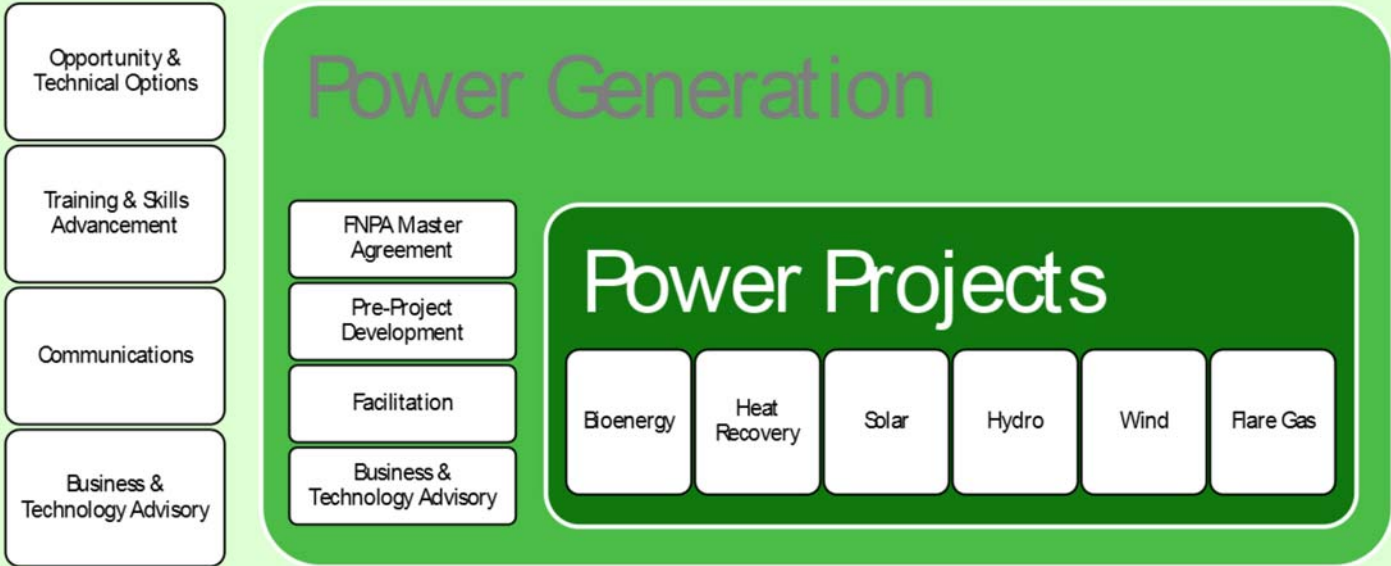
1. To reduce project development risk
2. Diversify SK power infrastructure
3. To provide multiple and non-restrictive opportunity pathways for First Nations within the power generation development cycle
4. To build First Nation CAPACITY and build genuine engagement in the economy



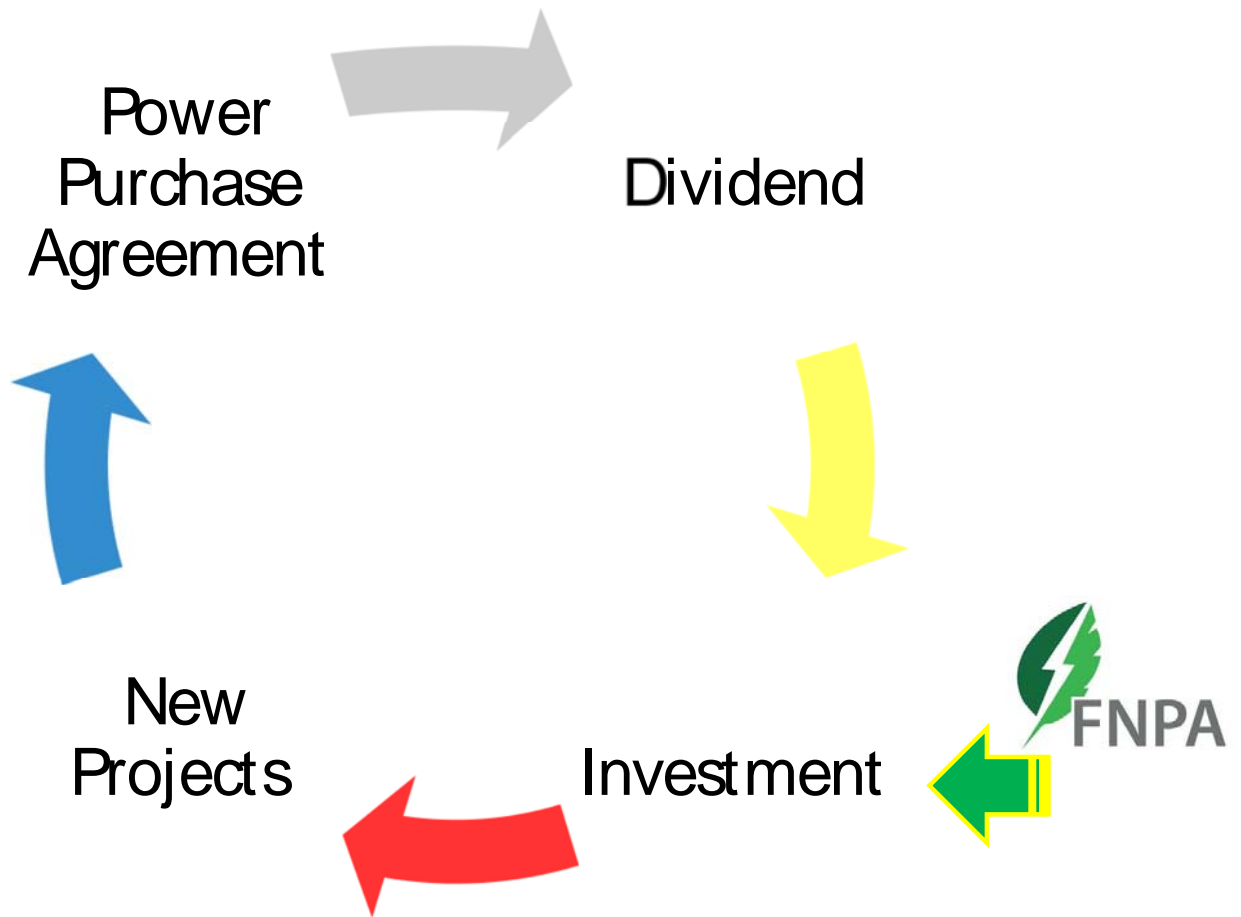
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## Economic Development



# FNPA as an Economic Driver





# Breaking new ground..Future Generations

In 10 years...

- Demographic shift
- Climate Change/ Environment Policy
- Revolution in First Nations' economic development strategy
- SaskPower's Aboriginal Procurement Policy
- SaskPower and FNPA 10 Year Anniversary



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# Questions?

on the web at [FNPA.CA](http://FNPA.CA)



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*The Pathway to  
Powerful Opportunities*