

# Reconciliation Action Plan

March 2021



“ We dance to honour our ancestors—following their footsteps, with grace, dignity and pride.”



#### ARTIST PROFILE

## Delréé Dumont

Delréé Dumont is an internationally recognized Cree artist from Nakusp, British Columbia, Canada. Dumont was born in Chilliwack, British Columbia and is a member of Onion Lake Cree Nation located north of Lloydminster, Saskatchewan. Prior to working as a full-time artist in 2014, Dumont was employed in Alberta's oil and gas industry for 32 years. During that time, she promoted the beauty of her culture and traditions within the corporate environment. Today, much of her artistic work draws on her experience as an Indigenous person.



**ANCESTORS' FOOTSTEPS.** Acrylic on canvas. 2020.



# Land acknowledgement

Embedded in the lands on which TC Energy operates are the histories, cultures and traditions of Indigenous groups across North America. TC Energy thanks the original inhabitants of these lands — generations past, present and future — for sharing your homelands with us.

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## A message from President and CEO François Poirier

**The past year has brought about unique challenges for all of us, including a global COVID-19 pandemic affecting the health and well-being of Indigenous and non-Indigenous peoples and communities.**

Now, more than ever, it is important for TC Energy to do our part to support communities and ensure people are healthy and safe. We are in a unique position to help through our strong relationships and business activities across the continent, which have been called upon during our community pandemic response.

This is not new for TC Energy. Developing long lasting, respectful relationships and helping to build strong and vibrant communities, including Indigenous communities, has long been a key focus of our company.

Creating enduring relationships and expanding economic opportunities for Indigenous communities are part of the reconciliation that must occur between the Indigenous and non-Indigenous peoples of North America.

At TC Energy, we recognize the critical importance of reconciliation with Indigenous peoples and believe that we can play a pivotal role through our unique footprint across North America.

Over the past 40 years, TC Energy has actively participated in the evolution of the relationship between Indigenous communities and industry. We have learned a great deal from these relationships, as community leaders have been generous with their time, open with their perspectives and respectful when these perspectives differ.

As early as the 1970s, TC Energy was contributing to Indigenous business development, employment, education and training opportunities. In 1982, NOVA Corp.—a company that later merged with TC Energy—formally adopted one of the industry’s first Indigenous employment and business opportunities policy.

To this day, we continue to build on these efforts. I am proud to be continuing the direction set by our former President and CEO Russ Girling, under whose leadership we advanced our strong commitment to bring Indigenous communities into our business as partners.

It is a commitment shared across the company. TC Energy depends on the efforts of all our employees and is supported by an experienced Indigenous Relations team who works daily across the continent to engage with Indigenous communities and businesses, so they benefit from our operations and economic opportunities.

As part of our engagement, Indigenous community members are provided access to unique education and training programs to help them gain the skills needed to advance their careers. You will meet some of TC Energy’s Indigenous employees later in this plan, and I couldn’t be prouder of the work they do each day for our company.

While we have made a lot of progress, we know that there remains a lot of work ahead to ensure Indigenous communities are provided with the opportunities they deserve.

It’s been more than five years since the Canadian Truth and Reconciliation Commission issued its final report and presented 94 recommendations on how to further reconciliation between Indigenous and non-Indigenous peoples. Reflecting on our values and principles, we see many opportunities from the Commission’s calls to action that we can apply to our business across the continent.

TC Energy recognizes the importance of principle-based engagement that is early and transparent—this is the foundation for our engagement with Indigenous communities. We have made a commitment to include Indigenous communities up front in our projects, learn from their Indigenous knowledge and enable their participation in meaningful economic benefits and opportunities. In addition, we have committed to supporting initiatives that help build stronger Indigenous communities across North America.

Our unwavering commitment to reconciliation is outlined in this document, which is our first Reconciliation Action Plan (RAP). The RAP reflects our commitments for the future, based on our

strong record of the past. Our leadership team is eager to see the commitments in the RAP put into action as we continue to collaborate with Indigenous communities to ensure true reconciliation is implemented across our business.

We know we don’t have all the answers, which is why our first step is to extend an invitation to our Indigenous partners to help define our next steps. We are absolutely committed to listening to feedback and collaborating in partnership. One of our actions for 2021 is to explore the development of a Reconciliation Advisory Council that would include Indigenous leaders from across North America to provide advice to our leadership team and guide our reconciliation efforts.

We look forward to working with our Indigenous partners and are committed to the goal of reconciliation and supporting the resiliency of Indigenous communities.

François

(All amounts in the Reconciliation Action Plan are in Canadian dollars.)

# Our vision for reconciliation

**TC Energy will be an industry leader in reconciliation with North American Indigenous communities.**

We want to play a pivotal role in reconciliation as an energy infrastructure company that engages with Indigenous groups every day across our unique North American footprint. We will do this by pursuing opportunities that help us continually build stronger, mutually beneficial relationships and ensuring our employees, projects and initiatives are all aligned with Indigenous priorities and interests.

True reconciliation is the responsibility of every person, every employee and every employer, so we will do our part to bring together industry and Indigenous peoples to support the growth of resilient Indigenous communities and the development of a strong shared future.

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## An ongoing commitment

As an early leader within the energy industry, TC Energy has been engaging with Indigenous groups for more than 40 years. We believe mutual success is anchored in relationships based on trust and respect.

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A tipi set up for a TC Energy Indigenous awareness training session.

# Goals for 2021: putting our plan into action

**TC Energy is committed to building better relationships, stewarding cultural awareness and respect and strengthening partnerships with Indigenous groups in the areas where we do business.**

Reconciliation is a journey requiring a thoughtful approach and long-term commitment. For 2021, we have made the following six commitments. The feedback we receive from Indigenous communities and partners will help shape the goals for inclusion in future Reconciliation Action Plans.

## Reconciliation Advisory Council

We will work with Indigenous leaders across our footprint to explore the development of an advisory council to provide advice to our leadership team and help guide our reconciliation efforts.

**Target:**  
Advisory council approach in place by Q4 of 2021

## Board of Directors cultural awareness training

To respond to the Truth and Reconciliation Commission's 92nd (iii) Call to Action, we will deliver tailored training to our Board of Directors that is focused on the history and cultures of Indigenous peoples of North America.

**Target:**  
Developed by Q3 of 2021; initiated in 2021

## Cultural awareness training

In response to the Truth and Reconciliation Commission's 92nd (iii) Call to Action, we will implement a corporate-wide training module to provide mandatory cultural awareness training to all employees and internal contractors. The training will focus on the history and cultures of Indigenous peoples of North America.

**Target:**  
Developed by Q3 of 2021; initiated in 2021

“Reconciliation is a journey requiring a thoughtful approach and long-term commitment.”

## Investment in communities

We will partner with Indigenous groups to identify and support community-led reconciliation initiatives.

**Target:**  
Ongoing throughout 2021

## Indigenous contracting targets

We will set Indigenous contracting targets to enhance participation of Indigenous businesses in the execution of our projects and operational activities.

**Target:**  
Targets set by Q3 of 2021

## Project equity

We will develop a framework to identify project equity opportunities with Indigenous groups across our footprint.

**Target:**  
Framework developed by Q4 of 2021

# Forward together: our journey towards reconciliation

1970s

NOVA Corp. (merged with TC Energy in 1998) makes commitment to Indigenous engagement while planning and sponsoring major pipeline projects in northern Canada.

1996

\$1 million is provided to Capital Health (merged into Alberta Health Services in 2008) for the establishment of the Aboriginal Diabetes Wellness Program.

2000

Canadian Aboriginal Relations Policy is established.

2007

Comprehensive 10-year Community Agreements are negotiated with a number of Alberta First Nations, focusing on education, training and community initiatives.

2012

Annual celebrations of Indigenous Awareness Week begin in Canada with lunch and learns, hands-on culture sessions and more, expanding on previous one-day celebrations on National Indigenous Peoples Day.

2015

- Indigenous Relations [strategy](#) and [guiding principles](#) are established.
- Annual celebrations of Native American Heritage Month in November begin in the U.S. with employee lunch and learns and cultural sessions.

2019

- New [Indigenous Relations Policy](#) (replacing previous policies) and [Commitment Statement](#) are established to guide engagement with Indigenous groups, including engagement on projects with 122 communities in 2019 alone.
- Coastal GasLink reaches \$825 million cumulatively awarded in contracts to Indigenous and local businesses.

1982

- NOVA adopts formal Native Employment and Business Opportunities Policy with key programs focusing on Indigenous education, employment and business opportunities.
- Scholarship program begins with more than \$36,500 awarded to Indigenous students annually.
- Average yearly investment of \$5 million in Indigenous businesses begins.

2001

Indigenous awareness training sessions are offered to interested employees and contractors on a voluntary basis.

2003

Participation in some of the first-ever Traditional Land Use studies through our involvement in the Mackenzie Gas project.

2008

Osage Nation is the first U.S. Indigenous group to partner with us on engagement for the Keystone Pipeline system. This partnership continues today.

2011

U.S. Native American Relations Policy is established.

2017

Indigenous Legacy Scholarship launches (as part of the [TC Energy Scholarships](#) program), formalizing our longstanding practice of providing scholarships to Indigenous students in Canada, the U.S. and Mexico.

2018

Coastal GasLink signs agreements with all 20 elected Indigenous bands along its pipeline route in British Columbia, Canada after six years of engagement with First Nations communities.

2020

- Financial support is offered to more than 200 Indigenous groups across our North American footprint to help with access to basic necessities during the COVID-19 pandemic.
- More than \$8.8 million is invested in over 600 Indigenous partners and students across North America through the TC Energy Scholarship and community legacy programs.
- More than \$725 million is spent supporting Indigenous and Native American businesses through subcontracts, purchase of materials and services and Indigenous individuals through employment.
- Commitment to the development of a Reconciliation Action Plan is included in the [2020 Report on Sustainability](#).

# Engaging with Indigenous communities

**From engagement on regulatory matters to incorporating Indigenous knowledge to contracting Indigenous businesses, Indigenous engagement and participation are critical to the success of our organization.**

By engaging early and often with Indigenous groups to understand their interests, identify opportunities, respond to their concerns and facilitate participation on our projects, we help ensure Indigenous cultures, values and the environment are respected and protected.

## Valuing Indigenous knowledge

We [engage with local Indigenous groups](#) to identify and gather Indigenous knowledge to help ensure the needs and interests of each group are met throughout the life cycle of the project. These engagements provide an opportunity to discuss concerns and mitigate potential adverse effects by incorporating Indigenous knowledge about the local ecology, land and resource use, into project planning activities.

## Partnering in business

We build meaningful, reciprocal long-term relationships with Indigenous businesses, offering operations and project-related [contracting opportunities to qualified local companies](#). In 2020, based on feedback from Indigenous groups, we made significant improvements to our business engagement program aimed at helping position Indigenous businesses for success. We also work closely with Indigenous groups to enhance workforce capacity through training and employment opportunities. By partnering with Indigenous businesses and community members, we contribute to the social and economic well-being of the communities where we do business.

## Indigenous rightsholders

We recognize Indigenous groups as rightsholders who have a distinct relationship to the land, with legal rights as self-governing entities of the people who were the original inhabitants of our continent.



Construction Monitoring and Community Liaison coordinator and West Moberly First Nations member Rocky Desjarlais shares his Indigenous knowledge about wild fungi with the project team.

## Preserving and promoting cultural values through Indigenous knowledge sharing

Indigenous knowledge sharing is helping to enhance environmental and cultural preservation as well as cross-cultural education and understanding on the Coastal GasLink project. The Construction Monitoring and Community Liaison (CMCL) Program provides opportunities for Indigenous group members to participate in construction within their traditional territory. While their role is to observe, record and report back to their communities on construction activities, it has also [fostered an understanding of Indigenous traditional medicine](#).

Through the program, Indigenous CMCL advisors work closely with environmental specialists to identify, harvest and collect

Diamond Willow Fungus and Chaga—fungi found on trees that are important medicines in traditional healing.

“To the Coastal GasLink community, the advisors bring a lot of stories and a lot of history about the area to the team,” says Rocky Desjarlais, a CMCL coordinator and West Moberly First Nations member. “The CMCL program’s collection of Diamond Willow Fungus and Chaga helps develop the legacy of respect for communities and environment protection on Coastal GasLink that can be seen in the growth of the relationships between CMCL advisors and inspectors.” ■

## Meaningful engagement opens up dialogue

The Topolobampo pipeline, which was placed into service in 2018, supplies natural gas to areas of Mexico where it was never before available. During the development of the pipeline, the project provided jobs to [local community members like Rosa Villabulos](#).

Rosa lives in San Ignacio de Arareco, a small rural community located four hours southeast of Chihuahua City that is close to the Topolobampo pipeline. When the project was first announced, Rosa was quick to join TC Energy's Community Advocates program.

Participants in the program learned about construction and safety practices used to build the pipeline and protect the environment. They then shared this knowledge with local citizens in their native languages as part of community engagement activities.

By hiring community members, we not only bolster the local economy, but we develop meaningful long-term relationships with our neighbours, helping build a stronger future for the region. ■



“By hiring community members, we not only bolster the local economy, but we develop meaningful long-term relationships with our neighbours, helping build a stronger future for the region.”

# Investing in strong communities

**The footprint of our assets is multi-generational and so is our commitment to maintaining meaningful relationships with Indigenous groups.**

We work with Indigenous groups across our North American footprint to identify [community legacy initiatives](#) that help build sustainable, healthy and vibrant communities. Through [Build Strong](#), our community giving program, we support everything from safety programs and emergency preparedness training to Sun Dances, Pow Wows, breakfast programs and language preservation initiatives. We support Indigenous groups in the ways most meaningful to their people and culture.

## Education and training

From post-secondary scholarships to hands-on training from industry professionals, we support a wide range of education and training initiatives in the communities where we live and work. In turn, we help build community capacity, develop the next generation of community leaders and provide a skilled workforce for our industry.

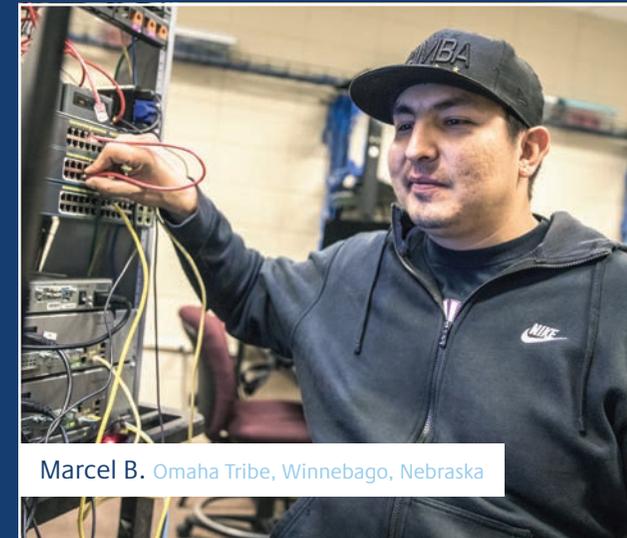
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# \$8.8M+

More than \$8.8 million invested in over 600 Indigenous partners and students through the TC Energy Scholarship and community legacy programs in 2020.

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## Supporting students



Marcel B. Omaha Tribe, Winnebago, Nebraska

### Indigenous Legacy Scholarship recipient works toward degree in Network Administration and Security

“It’s been 15 years since I’ve been in school, and to take that first step is a leap of faith. What made me decide to go back to school was job security and career longevity. The only computer experience I had prior to going back to school was surfing the web, and now I can set up a whole network and configure servers and routers.

With any family you worry about your financial situation and how are you going to provide for your family on a day to day basis. [Receiving this scholarship](#) enabled me to have peace of mind, concentrate on my school work, get the free time that I need to spend with my kids and make my time manageable. I want to help be a positive influence, and I want to help other people do that.”



Tiara G. Sturgeon Lake Cree Nation, Alberta

### Women Building Futures participant finds passion for trades and prepares to further career in skilled trades

“I now feel that I have a direction in life because I didn’t know where I was going before I had this amazing opportunity. The [opportunity to be a student at Women Building Futures](#) has opened doors I’ve never seen for myself.

I’ve found success by becoming a happier and healthier version of myself; somebody I didn’t know I was capable of being last year. One day I’d like to go for my Masters in electrical or follow the electrical engineering route. Seeing other women wanting more for themselves continues to give me the drive to keep pushing for more as well. It’s really a beautiful support system we have built within our group.” ■

## Community legacy

By supporting community-led initiatives, we invest in the long-term social and economic success of the communities where we live and work.



### Native Fest celebrates Native American culture

With its maze of pipelines and storage facilities, Cushing, Oklahoma has earned the nickname, “The Pipeline Crossroads of the World.” A critical community in the energy industry, Cushing is also a culturally rich region home to many Indigenous groups—and an annual fall festival called Native Fest that brings everyone together.

A celebration of Native American culture, the festival is best known for its art show and dance competition showcasing local artists and dancers. [TC Energy has sponsored Native Fest annually](#) since its inception in 2015 as part of our ongoing commitment to building meaningful relationships with Indigenous groups.



### Empowering the young adults of Alexis Nakota Sioux Nation

Grounded in spiritual, emotional and traditional teachings, the Young Women’s Wiyami program at Alexis Nakota Sioux Nation provides young women with the knowledge to make healthy and empowering life choices for themselves and their families. The program, sponsored by TC Energy for two years, runs for three months, twice a year and includes sessions on nutrition, financial literacy, traditional sewing and the Stoney language. Following the success of the program, in 2019, the program became open to all interested Nation members.



### Bringing communities together in Mexico

Connecting communities is an important part of what we do—both in our business and community legacy initiatives.

Nestled among the Sierra Madre mountains is one of Mexico’s most expansive pipeline systems. The region is also home to numerous Raramuri communities. As part of our ongoing work in the region, we hosted an Indigenous cultural festival which brought together more than 1,200 Raramuri community members to showcase their music, food, arts and crafts. Community members also had an opportunity to learn about different aspects of pipeline construction and safety standards through interactive games and audiovisual experiences at the TC Energy booth.

## Meaningful support through the pandemic

After the COVID-19 global pandemic was declared in March 2020, our Indigenous Relations team proactively [reached out to more than 200 Indigenous groups](#) across our Canada, U.S. and Mexico footprint to see how we could best support them.

In 2020, we provided more than \$1.5 million of financial support to Indigenous groups to help with access to basic needs.

For example, we helped Stoney Nakoda Nation in Alberta lease a security trailer, allowing them to monitor access to Big Horn Reserve and support their community in combatting the spread of COVID-19.

As part of our support, in collaboration with local governmental organizations in Mexico, we helped distribute 2,100 kits with staple foods like beans, rice, cornmeal, tuna and vegetables to Indigenous groups living near our pipelines in the states of Chihuahua, Sinaloa and Hidalgo.

In a crisis, we hope our support can help Indigenous groups across our North American footprint with their immediate priorities, keeping them healthy and safe. ■



# Deepening our understanding

**Providing employees and contractors with a deeper understanding of the history, cultures and traditions of Indigenous peoples is essential for successful engagement with Indigenous groups.**

Training includes region-specific histories, cultural practices and hands-on experiences such as smudges and sharing circles led by Elders, as well as online and in-person workshops on our policies and engagement expectations.

## Indigenous awareness training

We offer a multi-tiered approach to our Indigenous Awareness Training Program. In 2020, we began developing new mandatory annual company-wide training that focuses on educating all employees, contractors and members of the Board of Directors on the history and cultures of Indigenous peoples in North America. The training will be rolled out in 2021 as part of our reconciliation commitments.

Since 2001, we have offered—and continue to provide—additional training modules open to all interested employees and contractors. Presently, in addition to two in-class seminars focusing on our approach to Indigenous Relations, staff have the opportunity to visit an Indigenous community to learn firsthand about history and culture. In 2019, enrolled employees visited the Blackfoot Crossing Historical Park at Siksika First Nation, where they watched a traditional Pow Wow demonstration, joined a museum tour and participated in discussions and teachings delivered by Dr. Andrew Bear Robe and Elder Treffrey Deerfoot.

## Celebrating Indigenous culture

Every year, our Indigenous Relations team coordinates activities to celebrate Indigenous Awareness Week in Canada and Native American Heritage Month in the U.S. All employees and contractors are encouraged to attend lunch and learns on a variety of topics, participate in hands-on cultural sessions such as traditional beading or tufting classes and help raise money for a chosen Indigenous non-profit organization.

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## Building awareness

Our Indigenous Awareness Training Program is delivered to employees and contractors in all three jurisdictions in which we operate; Canada, the U.S. and Mexico.

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## Reg Crowshoe: building ethical spaces to foster understanding

An Elder and former chief of the Blackfoot Piikani First Nation in southern Alberta, Dr. Reg Crowshoe has provided an Indigenous perspective to our Calgary-area employees for over 25 years.

He is a professor of Indigenous Studies at the University of Calgary and regularly works with organizations to build ethical spaces that foster an understanding of an Indigenous world view and reconciliation.

Reg meets with TC Energy employees to help them develop an understanding of local Indigenous cultures and issues. Through sharing oral histories, employees gain skills in working with our First Nations neighbours in ways that convey trust and respect. ■



# Spotlight on our people

**At TC Energy, our people are our greatest resource. Our diverse workforce drives innovation, facilitates collaboration and helps sustain continued growth.**

Our vision for an inclusive and diverse workplace is to reflect the communities where we operate. We are actively working to continually increase our diversity hiring as we seek a wide range of candidates for all positions. We recognize that a diversity of backgrounds, opinions and skills strengthens our teams and leads to better overall business outcomes.

Every day, our employees have a positive impact on our business and the places where they live and work. We're proud that when people join TC Energy, they experience a supportive environment where diverse opinions are valued, respected and celebrated.

Our Indigenous Relations team—which has been engaging with Indigenous groups for decades and now includes more than 100 employees across the continent—also benefits from the diversity of life experiences that our employees bring to their relationships with Indigenous groups.

In early 2020, an employee-led internal working group began meeting regularly to provide feedback and guidance on our reconciliation efforts. Comprised of 10 Indigenous Relations team members from Canada, the U.S. and Mexico, six of the advisors self-identify as Indigenous, while team members collectively hold more than 115 years of experience working in Indigenous Relations. Our goal is to expand our internal understanding as we seek to establish a broader external Reconciliation Advisory Council that includes Indigenous thought leaders from across our North American footprint who can help guide our future efforts in reconciliation.



## Anthony Crowshoe

Growing up on the Piikani reservation in southern Alberta, Anthony Crowshoe didn't have much exposure to the trades until he [first joined TC Energy in 2017 as a summer student](#).

Eventually he joined the equipment repairs team where—with the support of his colleagues and supervisor—he narrowed his career interests to millwright, which involves installing, maintaining and repairing industrial equipment. In fall 2020, Anthony began the journeyman program at SAIT in Calgary while apprenticing with the company.

"When I was introduced to the trades, I realized it was something I could be interested in since I've grown up helping fix a variety of farm equipment on my grandparents' ranch," he says. "Now I really enjoy what I do at work."



## Angela Nordman

As the Indigenous Relations Regional Engagement Lead for TC Energy in the United States, Angela Nordman is helping break down barriers in the Great Lakes Region and beyond.

Angela is a citizen of the Leech Lake Band of Ojibwe Nation with an extensive background in Indigenous advocacy across a range of industries. "Sometimes, you can do more to help your community from outside than from within," she explains. It's that philosophy that brought her to work with TC Energy.

"This position provides me an incredible opportunity not only to educate my colleagues, but to continue my commitment to be a strong advocate for Nations."



## Víctor Mendoza

Originally from an Indigenous village in the southern state of Oaxaca, Mexico, and with more than 20 years of experience in the field of Indigenous Relations, Víctor Mendoza has always had a passion for native cultures.

In 2008, Víctor received a scholarship to complete a master's degree in the Netherlands related to social development. While there, he studied Indigenous groups in Africa and Asia and the global issues they share. He has also published many academic papers on the subject of Indigenous peoples and their relationship to the land.

Working with TC Energy as an Indigenous Relations Advisor, Víctor says he has an opportunity to build bridges between technical and Indigenous knowledge, and improve relations between the company and Indigenous groups in a respectful way.



## Donna Semantha

Having grown up on the Bushe River reserve of the Dene Tha' First Nation, Donna Semantha understands both the challenges Indigenous groups face and the unique opportunities where corporate partners can make an impact.

Eleven years ago, Donna moved to Okotoks, Alberta to study oil and gas administration and gain work experience through a long-term agreement between TC Energy and the Dene Tha'. Although her original intent was to return to her northern Alberta community after getting experience in the field, Donna decided to stay.

Today, Donna is one of our Indigenous Relations Engagement Leads for northern Alberta—a role where she can leverage her personal experiences to meaningfully engage with other Indigenous groups.

# About TC Energy

**We deliver the energy people need, every day. Guided by our core values of safety, responsibility, collaboration and integrity, we are committed to safely delivering the energy the world needs in an economically, environmentally and socially responsible manner.**

For 70 years, TC Energy has operated natural gas and liquids pipelines, storage facilities and power-generation plants that reliably and sustainably power the lives of millions of people across Canada, the U.S. and Mexico.

Our commitment to sustainable energy is unwavering. With our diverse portfolio of assets and continued investments in innovation, we're developing cleaner energy sources to help address climate change and work towards a lower carbon future, which is described further in our [2020 Report on Sustainability](#).

**Most critically, we're prioritizing our relationships with the people who call the regions where we operate home. Our employees work closely with Indigenous communities, striving to earn the respect and trust required to establish positive relationships as we continue to grow and learn on our shared reconciliation journey.**

**We'd like to hear what you think about our Reconciliation Action Plan.**  
Please send questions or comments to [Indigenous\\_Relations@TCEnergy.com](mailto:Indigenous_Relations@TCEnergy.com).

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# 1951

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Since 1951 we have reliably and safely been delivering energy where it's needed.



TC Energy employee and member of the Piikani Nation Anthony Crowshoe works with a fellow employee to set up a tipi for a training session.

