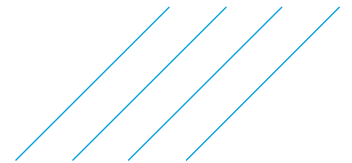




Successful Local and Indigenous Engagement to
Complete a Northern Remediation Program



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October 16, 2020



SNC • LAVALIN



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Outline

Consultant & Owners Perspective

- Background
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- Contract Tendering
- Lessons Learned

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- General Experience with Indigenous Engagement
- Bidding
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- Community & Indigenous Engagement
- Execution of Work
- Lesson Learned



Community Engagement – Consultant & Owners Perspective

Background

Site Description

- › Toad River Maintenance Camp



Site History

- › The Alaska Highway



Background

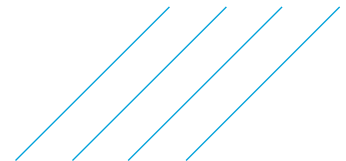
Toad River Community



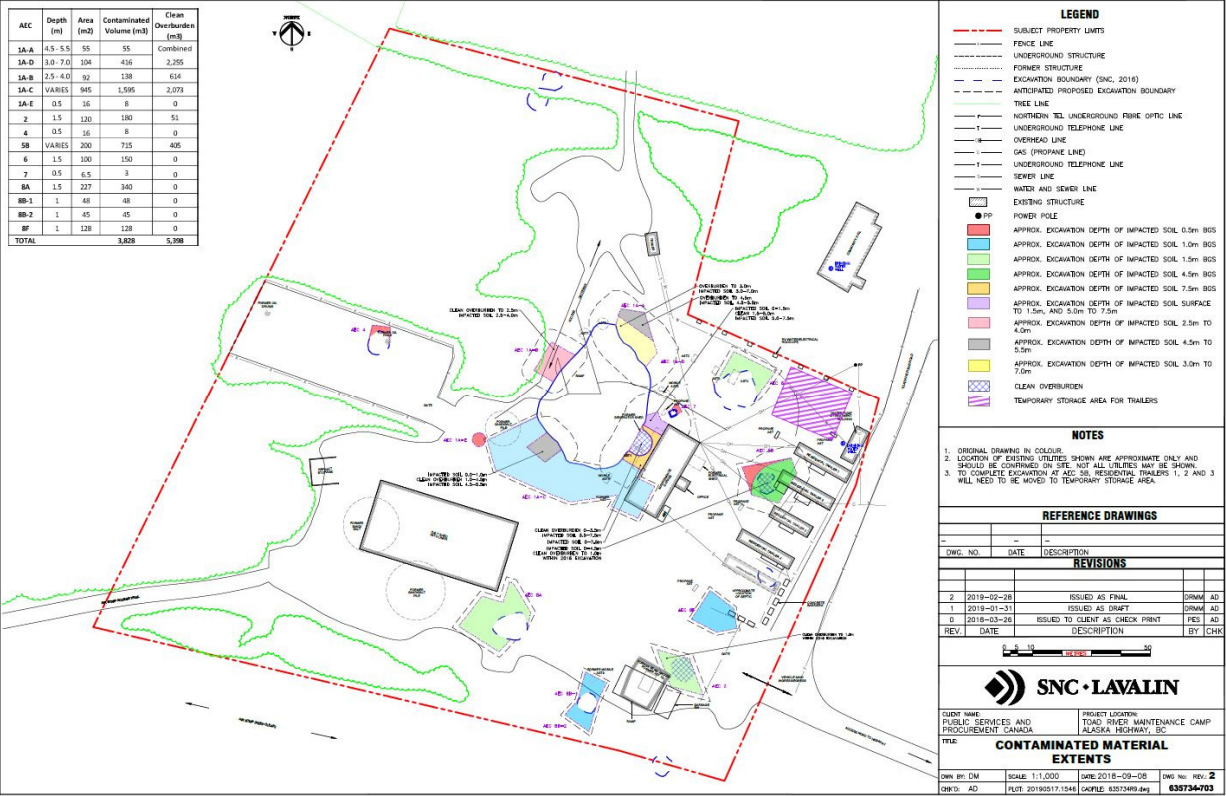
Remediation Planning

Toad River Highway Maintenance Camp

- › Environmental investigations have been completed at the site since 2001.
- › Previous remediation events have occurred in 2007 and 2016.
- › Excavated soil has been sent to a Soil Treatment Facility at Stringer Creek.
- › Following previous investigations, an updated Phase I ESA in 2019 concluded that 8 AECs remained.
- › Remedial options were reviewed and a combination of remedial excavation and risk assessment was selected.
- › The remedial action plan was designed to excavate contaminated material up to 7.5 m deep at 9 areas across the site.



Remediation Planning



Remediation Planning

Toad River Community Engagement

- › Prior to 2019/2020 remediation, PSPC contacted a community leader in Toad River to coordinate a presentation of remediation plans to the community.
- › A community meeting was held in July 2019 and attended by PSPC and SNC-Lavalin.
- › The presentation was also attended by approximately 5 to 10 community leaders.
- › Discussions including topics on community safety related to the school, truck traffic, and water quality at Stringer Creek.
- › The community engagement helped inform the community and address concerns.



Contract Tendering

Remediation Procurement

- › Remediation tender specifications were prepared by SNC-Lavalin.
- › PSPC used this opportunity to implement the Indigenous Benefit Plan (IBP) into the procurement.
- › PSPC included a mandatory requirement for bidders to engage two local First Nations.
 - Daylu Dena Council
 - Fort Nelson First Nation
- › The IBP was developed following consultation to ensure it was compatible with their needs, requests, and resource capacity.
- › Bidders were required to include 15% of the bid cost to the local First Nations in the form of labour, equipment, or other goods and services.
- › Contact information for the two Nations were provided in the bid package.



Contract Tendering

Part 1 – Qualification

Part 2 – Indigenous Benefits Plan

- › First Nation contact information
- › Sub-contracting – naming subcontractors and suppliers
- › Human Resources – list of positions
- › Other Measures – eg., cultural liaison, communications, etc.

Part 3 – Certification

- › Bidder and First Nation sign off

Part 4 – Final IBP Submission

- › Final plan submitted 10 days following award

Part 5 – Contractor Achievement Report

- › Submitted 10 days from final completion of work

A. Subcontracting (e.g. material, equipment, goods and services) types:

Identify specific Daylu Dena Council and/or the Fort Nelson First Nation sub-contractors or suppliers that will be used by the Bidder.	Identify the value of the material, equipment, goods and services carried out by the Daylu Dena Council and/or the Fort Nelson First Nation firms.	Identify the estimated duration of the sub-contractor deployment.
	\$	
	\$	
	\$	
	\$	

Total value of A. Subcontracting:

B. Human Resources (Complete the table below to quantify this requirement):

Column A Work Category or Position (eg. Carpentry, Administration, Accounting, etc)	Column B Number of hours or hired work	Column C Estimated hourly rate	Column D Total Extended Value of Each Work Category (B X C = D)

Description of any other plans or measures that the Contractor will fulfill for the IBP	Value \$

Total value of C. Other measures:

Total value of the Indigenous Benefits Plan (IBP)
[(A + B + C) = Must be at least 15% of bid price]

Lessons Learned

Successes

- › The IBP for Toad River was generally positively received both by bidders and First Nations.
- › More inclusive process.
- › Financial benefit to the local First Nations and community.
- › Long term economic benefits to First Nations due to lasting relationships created.

Challenges

- › Limitations of PSPC in terms of free and open competition to further direct bidders.
- › Achieving equitable split of benefits for the two First Nations.
- › Ensuring quality of work benefits offered to First Nations.



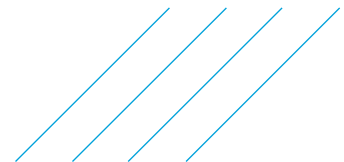
Community Engagement – Contractor Perspective



General Experience with Indigenous Engagement

Types of Indigenous Engagement

- › Indigenous set aside programs
- › Preferred contracting to Indigenous partners
- › Technical scores for Indigenous inclusion



Bidding

Toad River Bid Process

- › Developed local social and economic benefit strategy to meet or exceed PWGSC bid requirements.
- › Corporate Indigenous Advisor, Todd Frankel, activated to manage communication with local First Nations.
- › Requirement to contact designated representatives from Daylu Dena Council and Fort Nelson First Nation.
- › Mandatory requirement to include an Indigenous Benefits Plan.
- › Minimum spend of 15% of total contract value to Indigenous Benefit Plan – Form and process provided by PWGSC.



Contract Development

Contract Development – Toad River Remediation

- › Project Management team secured contracts with local suppliers who expressed interest during bid phase. Spent time to develop further opportunities not previously pursued during bid phase.
- › Corporate Indigenous Advisor, Todd Frankel, activated to manage employment opportunities with local First Nation, and negotiate contracts with First Nation suppliers.



Community & Indigenous Engagement

Indigenous Benefits Program - Deylu Dena Council

- › 3 to 5 employed at site for duration of project through FN subcontractor.
- › Equipment operators, truck drivers, labour and first aid attendant.
- › Approx. 1000 manhours for employment.
- › Equipment rental, site facilities, mobile first aid unit.
- › Revenue to Deylu Dena Council >\$200K.



Community & Indigenous Engagement

Toad River Lodge

- › >\$100K revenue direct and indirect
- › Includes meals, accommodations, equipment, trucking, aggregate supply, and fuel.



Regional Benefits

- › \$300K to \$400K to Fort Nelson subcontractors and suppliers
- › Includes equipment rental, operators, drivers, electrician, plumber, carpenters, concrete workers, welders, surveyors, engineering, mobile home movers, etc.



Execution of Work



Support Building



Detailed Site Excavation Under Building

Contractor – Execution of Work



Operate Soil Treatment Facility

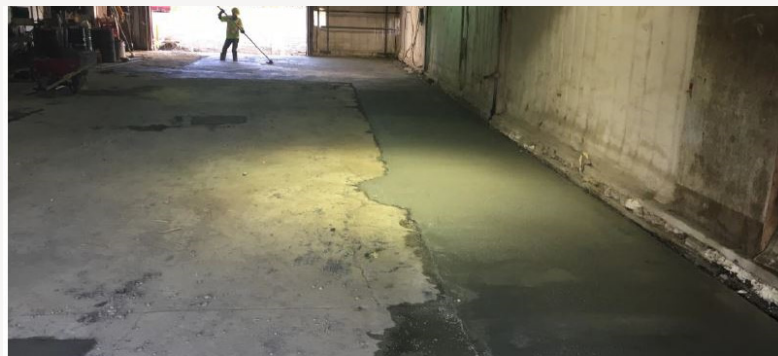


Site Excavation Complete

Contractor – Execution of Work



Screen Soil



Replacing Concrete

Lessons Learned

- › Not all opportunities for local hiring can be identified during bid phase (but required for bid process). Discoveries made during path of project set-up.
- › Prior local work experience makes a big difference.
- › Good relationships prior to bidding required.
- › Capacity of local indigenous communities can be limiting factor.
- › Final submission of Indigenous Benefits Plan required within 10 days of contract award. Be prepared by being thorough in bid process.
- › Local non-indigenous suppliers not mandatory, but critical part of successful execution.



Slide 22

HJ1

In one part of bid communication with FNs is mandatory, in another part, it is "encouraged".

Hibbard, John, 2020-09-16

Lessons Learned

Successes

- › Over 60% of project cost dedicated to Local and First Nations suppliers.
- › Over 18% of project cost dedicated to Indigenous Benefits Plan (minimum 15% required).
- › Established resume for local contractors and labour to further establish themselves for future work.
- › Project completed on schedule and under budget while meeting IBP requirements.



Questions?



*Our values are the essence of our company's identity.
They represent how we act, speak and behave together,
and how we engage with our clients and stakeholders.*

~~SAFETY~~

We put safety at the heart of everything we do, to safeguard people, assets and the environment.

~~INTEGRITY~~

We do the right thing, no matter what, and are accountable for our actions.

~~COLLABORATION~~

We work together and embrace each other's unique contribution to deliver amazing results for all.

~~INNOVATION~~

We redefine engineering by thinking boldly, proudly and differently.