



# INDIGENOUS ENGAGEMENT IN NORTHERN CONSTRUCTION PROJECTS

Paving the way for success in remote areas

Rob Yeomans, Parsons Inc.

Angeline Lovett, Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC)

REMtech 2022



# AGENDA

- **The Faro Mine Remediation Project**
  - Care and Maintenance (C&M)
  - Main Construction Manager (MCM)
- **Engagement Strategies**
  - Training
  - Employment
  - Procurement
- **Accomplishments**





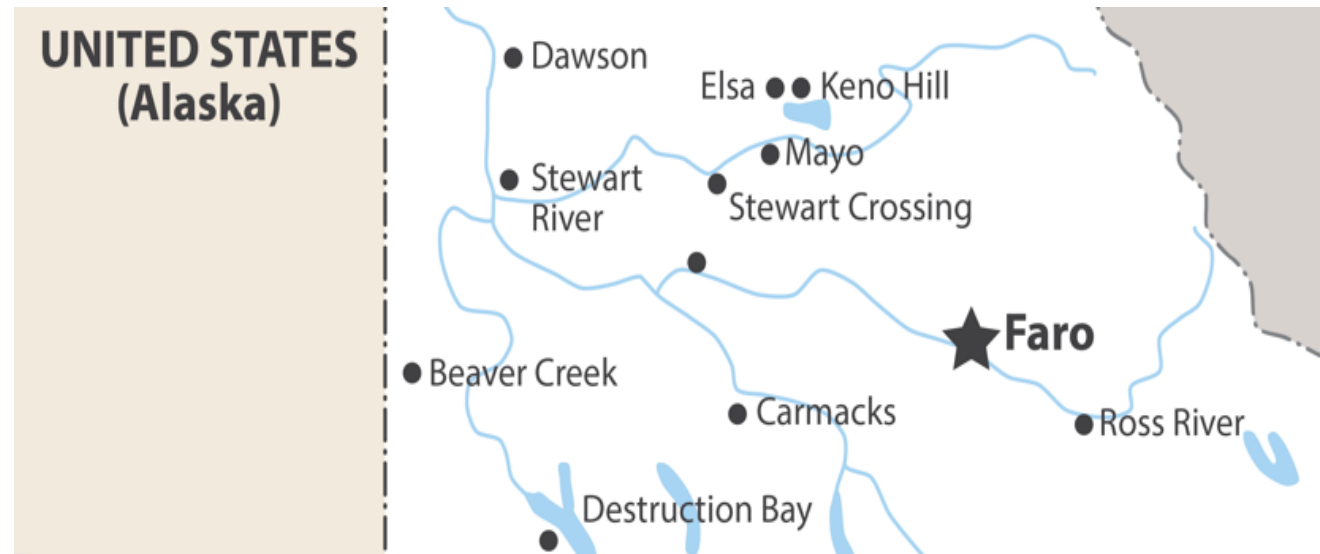
# Faro Mine was once the largest open pit lead-zinc mine in the world.

Today, it is the site of one of the most complex abandoned mine remediation projects in Canada.



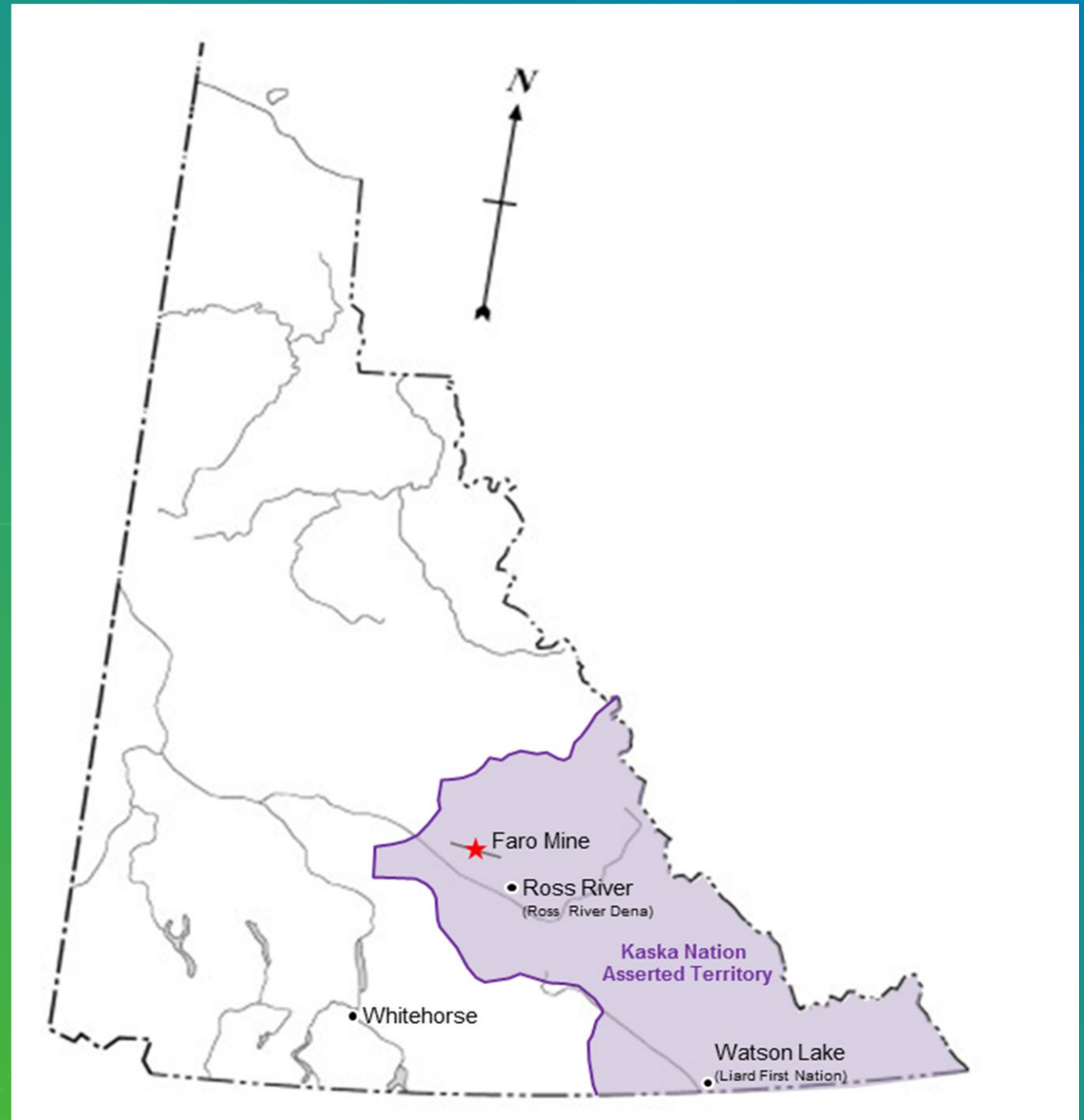
# FARO MINE COMPLEX

- Located in the Yukon on a 2500-hectare site, 350 kilometers northeast of Whitehorse.
- Open-pit mine produced lead and zinc, operated from 1969 until 1998.
- At one time, the Faro Mine was the world's largest open-pit lead and zinc mine, supplying 15% of global output.
- In 1998, the last operator, Anvil Range Mining Corp, went into receivership.
- Parsons has been the Care and Maintenance Contractor since 2016.
- In April 2022, Parsons was awarded the Care and Maintenance and the Main Construction Manager contract from the Government of Canada.



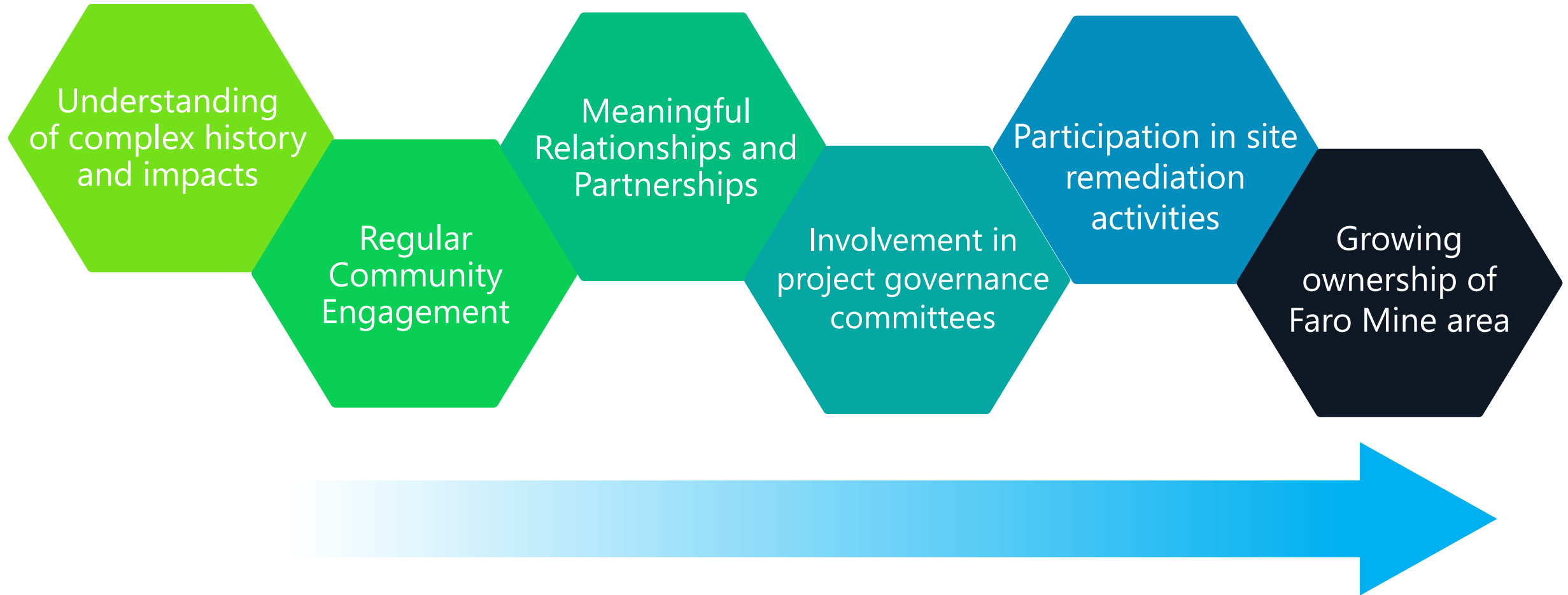
# PROJECT IN FOCUS

## FARO MINE REMEDIATION FARO, YUKON



# FARO MINE... COMPLEX

- Faro Mine Complex under Federal ownership as abandoned mine site
- Jurisdiction of Federal and Territorial Governments
- Asserted Indigenous traditional territory
- Municipal involvement (Town of Faro)



ENGAGEMENT TOWARDS RECONCILIATION



# CARE AND MAINTENANCE (C&M)



**Government of Yukon Program for  
Affected Yukon First Nations (AYFN)**



**Yukon Engagement**



**AYFN Engagement**





# YUKON ENGAGEMENT

## Engagement Goals

- Identification of present and future needs to build for success
- Utilization of local work force to ensure project success (especially important during the pandemic and labour shortage)
- Early identification of predecessors to ensure proper training/mentoring/advancement/succession
- Build local capacity for the sustainable future of the Faro Mine Complex and other projects
- Supporting local Yukon businesses to decrease lead times and grow northern businesses
- **All factors are critical to developing local resources in remote project areas**

# AFFECTED FIRST NATION ENGAGEMENT

In addition to goals of engagement, we provide local Affected Yukon First Nations with additional consideration by:

- Hiring a skilled Community Liaison who maintains an office within the most affected First Nation community
- Identification of existing capacity and individual goals
- Early identification of gaps in site-specific and required training (emergency medical responder, mine rescue, confined space entry, equipment operation, etc.)
- Recruitment strategies for workers (*broad and focused*)
- Development and provision of soft and hard training programs to close gaps
- Engagement of existing businesses to encourage growth (i.e. Tu Lidlini Petroleum, DNDC Camp program)
- Engage youth populations on opportunities within region



# MAIN CONSTRUCTION MANAGER (MCM)



**Crown-Indigenous Relations and Northern Affairs Canada Program**



**Public Services and Procurement Canada**



**Kaska Dena performance metrics for training, labour and subcontracting**



# SOCIO-ECONOMIC STRATEGIES



Training



Employment



Subcontracting / Procurement



Regular and Meaningful  
Engagement







# TRAINING: PART OF A HUMAN RESOURCES STRATEGY

PARSONS' HR STRATEGY – EMPHASIZING THE DEVELOPMENT OF THE WORKER TO MAXIMIZE EMPLOYMENT AND DELIVER MEANINGFUL CAPACITY BUILDING

HR Elements	Learning	Training	Mentoring	Wellness
Recruitment	✓	✓	✓	✓
Retention	✓	✓	✓	✓
Advancement	✓	✓	✓	✓
Succession	✓	✓	✓	✓
Integration	✓	✓	✓	✓

# SOFT SKILLS



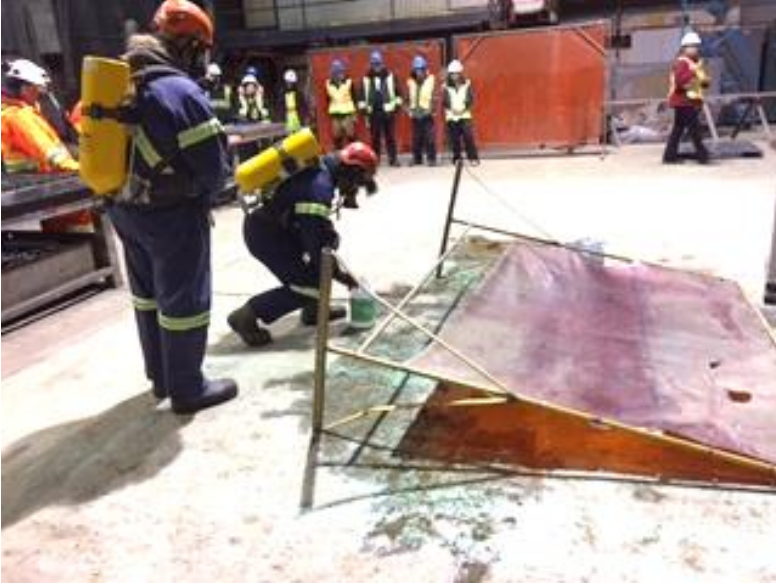
W21-084-006

# HARD SKILLS





# SITE-SPECIFIC TRAINING



Daily safety meetings with training aspects

Security Officer training

Mine Rescue training

Water Treatment Operations

Business and administration skill development

# EMPLOYMENT

## Challenges:

- Limited labour resources
- Project location relative to communities
- Difference in cultural values, personality characteristics



## Solutions:

- Delivery of broad training
- Provision of accommodations or camp facilities
- Greater understanding and awareness education
- Incentive programs



# PROCUREMENT/ SUBCONTRACTING



## Use of local and Indigenous businesses, subcontractors and suppliers

### Challenges:

- Project size, large or small
- Establishing meaningful relationships in community
- Support services
- Timing and urgency

### Solutions:

- Development of project scopes to fit the local capabilities
- Early planning and coordination with Indigenous and local businesses
- Partnerships and joint ventures
- Bidders Tours
- Bid and tender seminars



# SUMMARY OF ACCOMPLISHMENTS



Meaningful engagement and participation

Extensive ongoing training opportunities for community members

Long-term career and business opportunities

Multi-disciplinary team cooperation

Identification of challenges and continual improvement





# NORTHERN ENGAGEMENT

156 Engagements

223 Participants

Engagements

Northern Hours  
41243

Indigenous Hours  
1120

Employment Hours

Northern Supplier Spend  
\$4,151,602.20

Indigenous Spend  
\$2,621,366.23

Subcontracting



Accomplishments in first 6 months

*Every sub-contract to date (3) has included provisions for Northern or Indigenous employees, contractors, and training/skills development.*





# THANK YOU

Rob Yeomans, Socio-economic Development  
Manager, Parsons Inc.

Angeline Lovett, Crown-Indigenous Relations and  
Northern Affairs Canada, CIRNAC