



Giant Mine Remediation Project
P.O. Box 1500
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September 4, 2019

Dr. Kathleen Racher
Chair, Giant Mine Oversight Board
Box 1602
5014-50th Avenue
Yellowknife NT X1A 2P2

Dear Dr. Racher:

Thank you for your May 8, 2019 letter. I apologize for the delay in my response to you but the Project team has been extremely busy with the MVLWB process. I am happy to provide the following information in response to your questions.

1. The Socio-Economic Action Plan for 2018-2021 and its rollout/consultation program.

- [The Socio-Economic Action Plan is included as Appendix E of the Socio-economic Strategy.](#)
- [I am pleased to let you know that our Socio-Economic Strategy is now available to the public. To read the strategy in full, in English or in French, you can access it in the socio-economic folder of the SharePoint site.](#)
- [The link to the strategy is also available from our Socio-Economic Approach webpage. The Project team has also developed a Plain Language Summary, which can also be accessed via the \[giant.gc.ca\]\(http://giant.gc.ca\) website.](#)

2. The Socio-Economic monitoring and reporting framework:

- [Key Performance Indicators \(KPI\) have been developed and are currently being tracked quarterly. The Project team brought the indicators to the Giant Mine Working Group and the Socio-economic Advisory Body for input. As a result, we have added several indicators to be tracked based on feedback from these two groups.](#)
- [As indicated during the Public Forum and at the Giant Mine Working Group meetings, the project team will now be focusing on developing targets against which we can measure our progress. We anticipate having them developed and ready for consultation from the various working groups and committees by the Fall of 2019.](#)
- [Reporting on the KPIs will be done via GMRP's Annual Report. However, stakeholder updates will be provided during engagement sessions, as available.](#)



3. The Socio-Economic Benefits Strategy that is in Parsons' contract and specifically the measures designed to maximize local employment within the Parsons' core staff.
 - As part of socio-economic relevant Terms of Reference that formed the Main Construction Manager's (MCM) contract, Parsons is required to develop an Aboriginal Benefits Plan. The purpose of this plan is to outline how the MCM will: (1) achieve its commitments with respect to Aboriginal Opportunities Consideration; (2) maximize MCM core team Indigenous employment and contracting; and (3) expand local Indigenous labour and procurement benefits.
 - In support of the goals outlined in the Aboriginal Benefits Plan, the MCM will be required to develop and carry out a Socio-economic Benefits Strategy.
 - The Socio-economic Benefits Strategy is not a standalone document; it will be accompanied by a Human Resources Staffing Strategy, for core MCM staff only, and a Labour Capacity Study. For more details on the latter, please refer to our response to question #6. The former addresses the strategy behind Parsons' plan to recruit Indigenous staff, succession planning and staff management.
4. The Indigenous Benefits Plan which Parsons has in its contract and is to include a Labour Capacity Study to understand the skills and availability of the local workforce.
 - As part of socio-economic relevant Terms of Reference that formed the Main Construction Manager's (MCM) contract, Parsons is required to develop an Aboriginal Benefits Plan. The purpose of this plan is to outline how the MCM will: (1) achieve its commitments with respect to Aboriginal Opportunities Consideration; (2) maximize MCM core team Indigenous employment and contracting; and (3) expand local Indigenous labour and procurement benefits.
 - For more details on the Labour Capacity Study please refer to our response to question #6.
5. The key milestones for updating that Plan and Capacity Study and how the Plan and the Capacity Study will be communicated to stakeholders.
 - The Aboriginal Benefits Plan will be developed once the Project Implementation Plan (PIP) is prepared. The PIP outlines, in detail, the remediation work that needs to be completed, including work packages and schedules that will attempt to maximize local and Indigenous resources.
 - Once the Aboriginal Benefits Plan is developed, there are no further plans to update it. However, updates to documents that accompany it will be done accordingly: Human Resources Staffing Strategy (annually) and Labour Capacity Study (once before the Remediation phase begins and once at a strategic point in time during the Remediation phase).
 - GMRP developed the Labour Resource Study in 2016 and subsequently updated it in 2017. Parsons will be building on GMRP's 2017 Labour Resource Study to create their own document, which as per MCM's contract, is referred to as the Labour Capacity Study. The first key milestone is planned to occur prior to the Remediation phase in 2020/21 – dependent on the water licence process. The second will occur at a strategic time at or close-to the halfway mark of the Remediation phase.



- The Project Team and various stakeholder groups (e.g. SEAB, SEWG, GMWG) will be reviewing the MCM's Labour Capacity Study and ensuring that they have engaged with the right groups and met their requirements.
6. The Parsons Procurement Plan outlining how socio-economic benefits will be maximized through procurement tools, work packaging and sequencing. We would like to understand the strategy within this Plan, how it was developed in consultation with stakeholders and how it will be measured:
- Parsons Procurement Plan will outline how procurement tools (i.e. Aboriginal Opportunities Considerations and Procurement Strategy for Aboriginal Business), work packaging and sequencing will maximize socio-economic benefits. The Procurement Plan will define the scope of work, determine whether sufficient local capacity to fulfill the work exists locally, or not, and recommend appropriate action.
 - Local capacity will be identified via the aforementioned Labour Capacity Study update. In terms of appropriate action, the MCM can take a variety of actions to increase local Indigenous participation. For example, by adjusting the relative weighting of the AOC evaluation criteria.
 - The Procurement Plan will be developed by Parsons in consultation with PSPC and CIRNAC. It is an evergreen document that will be updated annually by Parsons to reflect lessons learned, best practices and react to changes in local capacity – as identified in the Labour Capacity Study.
7. The status of the Parsons website which is supposed to communicate contracting opportunities, provide training on procurement and contracting requirements, post-employment opportunities from contractors, and provide links to relevant training and development programs:
- The Parsons Website has been up and running since June of 2018. On the website you will find contracting opportunities, news updates and have the ability to enter some personal information if you are seeking a job and want to be added to an inventory. The site also advertises the scholarship program that Parsons has created, which was recently awarded to Joanne Speakman, a local Indigenous woman. The website is always being updated, however it's important to note that the CIRNAC Giant Mine website should still be considered the main source for on-line information related to the Project.
 - Link to Parsons' website: <http://www.giantminerp.ca/>
8. The status of the updated Labour Resources Study. Is this different from the Labour Capacity Study noted above (#3)? If so, how is it different:
- The project team developed a GMRP Labour Resource Study in 2016 and subsequently updated it in 2017. As part of the MCM contract, it is now the responsibility of the MCM to complete a Labour Capacity Study.
9. The status of the Business Preparedness conference which is to be delivered in partnership this year with Parsons:
- On November 26, 2018, the Project team in partnership with Public Services and Procurement Canada and Parsons hosted an Industry Day event at the Explorer Hotel. The purpose of this event was the following:



- Provide information on the scope of the GMRP, how the Project will be managed and delivered, the anticipated schedule and supply chain needs;
 - Provide information on the nature of procurement opportunities ahead of the formal Project procurement processes to improve local business preparedness; and
 - Increase local business capacity development and growth by hosting an initial information session on typical procurement processes, the steps involved in the bid process, and tips on how to successfully apply to a procurement tender.
- Going forward, the plan is to host an additional event, to prepare the local businesses, once there are details on the work packages and timelines. The time and objective of this event have not been developed yet.
10. Reports from the various socio-economic committees - membership, number of meetings, Terms of Reference, work programs, communication strategies, reference materials presented to each committee for review and or comments, and the reporting framework for each committee:
- In the response to GMOB's February 25, 2019 letter, the Project team committed to sharing Records of Discussion from SEAB and SEWG meetings. The Project has also shared the Terms of Reference for the two committees with GMOB and appreciated the feedback that was provided. As a result of the feedback, changes to SEAB membership were completed. Moving forward we will continue to share these materials via GMRP's public SharePoint site.
11. Any departmental level or federal level evaluations or audits of the two tools currently being used by the Project to help increase Indigenous involvement in both employment and contracting, namely the federal Aboriginal Opportunities Considerations and the federal Procurement Strategy for Aboriginal Businesses:
- The Aboriginal Opportunities Considerations (AOC) has been a successful tool utilized by the federal government, as well as the Main Construction Manager. The Government of Canada has used the AOC for approximately 10 years in areas subject to Comprehensive Land Claim Agreements. With regard to the Giant Mine Remediation Project and the Main Construction Manager, the AOC achievements have been significant for the work packages issued. Through the MCM (since July 1, 2018), subcontractors have committed to more than 14,800 hours of training for Indigenous people. As an example of how the AOC can work, the previous Giant Mine Care and Maintenance contract had commitments for Indigenous labour and subcontractors of 18 and 76 percent respectively; the actual achievements from this contract realised 31.5 percent labour and 80 percent subcontracting. PSPC has had similar achievements on other contracts put in place throughout the North.
 - The Procurement Strategy for Aboriginal Business (PSAB) was launched in 1996 to address the under-representation of Indigenous businesses in federal procurement processes. PSAB creates opportunities for Indigenous firms by leveraging existing government procurement needs, while adhering to the Government's core values and procurement requirements. Since inception, the Policy has enabled over \$1 billion worth of federal contracts to be set-aside for Indigenous-owned businesses.



- [Evaluation of the Procurement Strategy for Aboriginal Businesses \(June 2014\):
https://www.aadnc-aandc.gc.ca/eng/1446467773579/1446467867178](https://www.aadnc-aandc.gc.ca/eng/1446467773579/1446467867178)
- [Procurement Strategy for Aboriginal Business: 2014 Annual Report – Business
Development Directorate: https://www.aadnc-
aandc.gc.ca/eng/1511553413701/1512141805690](https://www.aadnc-aandc.gc.ca/eng/1511553413701/1512141805690)

Sincerely,

Natalie Plato
Giant Mine Remediation Project