



September 20, 2022

David Livingstone  
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Giant Mine Oversight Board  
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Dear David Livingstone:

Thank you for your correspondence of May 16, 2022, concerning the Giant Mine Oversight Board 2021 Annual Report and recommendations.

The Board's annual report is important to the overall management of the Giant Mine Remediation Project. We are committed to continuing with the necessary care and maintenance, fulfilment of regulatory obligations, completion of the early works, and implementing risk mitigation activities for the Project as we progress towards the full remediation of the site.

Canada shares the Board's opinion that the remediation of Giant Mine is an opportunity for significant social and economic benefits for the region, and we are aligned in wanting to ensure that the Project can be remediated effectively and efficiently in a way that will benefit local residents. We welcome your recommendations and support as the project team continues to work with rights holders, Indigenous groups, and other stakeholders to maximize Indigenous and northern employment and business opportunities. Maximizing these benefits is a key consideration to the project's communications, engagement, and socio-economic strategy and implementation plan. Please find enclosed the project team's responses to the Board's four recommendations.

I look forward to receiving updates on this important project. I have asked Wayne Walsh, Acting Assistant Deputy Minister, Northern Affairs Organization, to keep me informed of future discussions that he and his team have with you and the Giant Mine Oversight Board on the advancement of the Giant Mine Remediation Project.

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I encourage you to reach out regularly to the project team to offer your insight and perspective.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Vandal". The signature is fluid and cursive, with a large initial "D" and a stylized "Vandal".

Hon. Daniel Vandal, P.C., M.P.

Encl.

c.c.: The Honourable Caroline Cochrane, M.L.A.  
Michael McLeod, M.P.

Subject	GMOB Comments <sup>1</sup>	GMOB Recommendations <sup>2</sup>	Giant Mine Project Team Response
1. Project Oversight in 2021	<p>For the Giant Mine Oversight Board (GMOB), project oversight involves monitoring, reviewing, and commenting on documents and presentations. It also includes attending meetings, seeking expert advice, making recommendations, and promoting public awareness and engagement. GMOB's project oversight activities fall into seven interrelated areas of responsibility:</p> <ol style="list-style-type: none"> <li>1. ENVIRONMENT</li> <li>2. ECONOMY</li> <li>3. ENGAGEMENT</li> <li>4. RECONCILIATION</li> <li>5. PROJECT MANAGEMENT AND PLANNING</li> <li>6. COMMUNITY HEALTH AND WELLNESS</li> <li>7. LONG TERM PLANNING</li> </ol>	<p><b>Directed to: the Giant Mine Remediation Project Team</b></p> <p>To enhance project oversight activities, GMOB recommends that the Project Team undertake more active reporting on key indicators of trends in each of the seven responsibility areas discussed in this section. (2021-1)</p>	<p>The GMRP feels that the information contained in reports, specifically the Annual Report to GMOB as required by the Environmental Agreement, provides a high-level overview on planned and actual activities ranging from operational activities to project management and planning, and gives supporting narrative to ensure an understanding of any areas that did not conform to expectation. GMOB is provided ongoing updates throughout the year on the status of the project's activities and management through a variety of forums including participation in the GMRP Working group, various advisory and technical committees, and the annual forum. The GMRP submitted the Water Licence Annual Report to the MVLWB in April 2022 which includes progress tracking, scheduling and trends as noted by GMOB. Further, the final draft of the State of Environment Report (SOE), a requirement of the GMRP Environmental Agreement, was submitted on June 15, 2022. The Project team worked with GMOB staff to identify appropriate environmental component indicators for the GMRP to be included in the report. The intention is to continue monitoring and reporting on those indicators in subsequent versions of the SOE. The Project team does not support the development of additional indicators to those that have already been developed. The GMRP will continue to provide information through the annual reports and other ongoing reporting that will give an overall view of the status of the Project as it continues to progress through the remediation of the site.</p>
2. Economy	<p>The <i>Giant Mine Remediation Project Annual Report 2020-21</i> provides annual employment, procurement, and training data. GMOB continues to query economic data analyses and</p>	<p><b>Directed to: the Giant Mine Remediation Project Team</b></p> <p>GMOB recommends that the Project Team meet with local contractors to discuss</p>	<p>Parsons, the Main Construction Manager, is responsible for engaging with the business community and gathering lessons learned on contracting tools used to procure work on the site. In order to collect this information, Parsons regularly engages with contractors through</p>

<sup>1</sup> This text is taken directly from the Giant Mine Oversight Body 2021 Annual Report

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	<p>reporting because the full extent of local benefits from the Remediation Project are unclear. In 2021, GMOB brought forward additional information on the NWT labour market and demand arising from capital projects. These data were used in an analysis of the Remediation Project's economic performance so that benefits could be better understood.</p> <p>GMOB brought local business contract procurement concerns to the Project Team. These concerns were raised with the Socio-Economic Working Group but no remedies are yet apparent. The lack of local non-Indigenous business representation on the Socio-Economic Advisory Body and the Socio-Economic Working Group may contribute to the lack of response to these concerns.</p> <p>GMOB will continue to bring concerns about contracting processes to the Project Team and advocate for new tools and approaches to addressing these issues.</p>	<p>opportunities for improving contracting processes (2021-2).</p>	<p>avenues such as organized information sessions, Industry Days, their website, and cold calls. They share their findings and recommendations based on these interactions with the GMRP.</p> <p>The GMRP continues to review its procurement tools (e.g., Indigenous Opportunity Considerations (IOC) and Procurement Strategy for Indigenous Business (PSIB)) to determine if they are achieving their goals in maximizing local benefits, while ensuring solicitations are open, fair, and transparent, as well as providing value for money.</p> <p>As an example, the introduction of minimum eligibility thresholds, which clearly notifies contractors that they will need to surpass the IOC threshold before they are eligible for a bonus, was introduced to mitigate low to very low IOC commitments, when there is evidence that it is possible to achieve higher performance.</p> <p>Additionally, an increase of the sole source limit from \$25,000 to \$100,000 for Invitation to Tender and Open Tender thresholds will provide the Main Construction Manager with increased flexibility to procure work from local area Indigenous and Northern businesses. This increase to thresholds will provide opportunities for businesses, of all sizes, to have access to meaningful contracting opportunities from the remediation of Giant Mine.</p>
3. Project Management and Planning	<p>The Type A Water Licence requires the Project Team to submit an annual report (condition B.20) to the Mackenzie Valley Land and Water Board. The report must provide a summary of all site activities including reclamation work undertaken in the</p>	<p><b>Directed to: the Giant Mine Remediation Project Team</b></p> <p>GMOB recommends that the Project Team identify key project management and planning indicators that can be consistently monitored and reported in the annual</p>	<p>Please refer to the response to recommendation 2021-1 above.</p>

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	<p>previous year. The report must also provide a schedule of anticipated activities and planned submissions to the Board to 2031. The annual report will be publicly available on the Mackenzie Valley Land and Water Board's website. It will be a useful tool for monitoring the progress of the Giant Mine Remediation Project.</p> <p>The Project Team's annual water licence report will inform GMOB's project management and planning oversight activities. The report will be helpful in tracking progress, identifying deviations in schedules, and discerning trends.</p>	<p>report and the Project Team's upcoming <i>Status of the Environment Report (2021-3)</i></p>	
4. Long Term Planning	<p>It is expected that a request for proposals to develop a perpetual care plan will be issued by May 2022. GMOB is hopeful that inefficiencies associated with a committee-based approach to drafting the request for proposals will not create further delays.</p>	<p><b>Directed to: the Giant Mine Remediation Project Team</b></p> <p>GMOB strongly recommends that the Project Team permit no further delays in the preparation of an appropriate perpetual care plan <a href="#">(2021-4)</a></p>	<p>The GMRP has been keeping the Perpetual Care Plan (PCP) Task Force and GMOB up to date with the PCP. The current status of the PCP is that a statement of work (SOW) has been developed, with substantial input from the PCP Task Force in early 2022. The GMRP anticipates issuing a Request for Information (RFI) in July 2022 to potential bidders to solicit any feedback on aspects of the SOW that might need clarification or additional information. The input gained from the RFI process will further inform the SOW and Request for Proposal (RFP). The RFP is intended to be tendered in the fall of 2022, and it is expected that a consultant will be retained towards the end of 2022 to begin drafting the first official version of the PCP.</p>