



Enduring Socio-Economic Benefits of Remediation of Sydney Tar Ponds & Coke Oven Sites

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Innovative and bold commitment by the Federal &
Provincial governments at the outset on 2006 to
Optimize Local Benefits

- by actively encouraging local businesses and suppliers to provide services, materials and products
- by encouraging under-represented groups including First Nations, African Nova Scotians and women to become involved in the project's execution

- by planning for the integration of the remediated lands into the urban fabric
- by encouraging the skills and experience gained through the remediation project to be “sold” on to other projects in Cape Breton and beyond



Innovative and Proactive Procurement



At the outset bidders were required to define their approach to the generation of the local economic benefits attributable to the contract



Worth
15% of
the Bid

Agency's framework to optimize local economic benefits rooted in two fundamental components:

- i) The generation of new household income from optimized use of Cape Breton labour, services and materials
- ii) Creating sustainable new income

Local Benefits Referenced

Attributable solely to the contract for the Design,
Construction Oversight & Contract Administration

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Our response was founded on the combination of:

- local knowledge & strong local presence
- understanding of contracting strategies
- commitment to employment equity

We took the innovative step, as part of the bidding process, to conduct

- Baseline Economic Benefits Analysis of the Anticipated Contract
- Included the results in the bid package

Innovative & potentially risky step, but one which created sustainable results

We committed to prepare as part of the bid:

- Monthly reports that would identify the actions & consequences of the work executed in the previous month
- Quarterly reports that included a quantified accounting of the direct, indirect and induced benefits generated regionally, provincially and nationally
- Annual reports that referenced the outputs of the I-O runs, the academic inputs and affirmative activities

We proposed specific actions:

- Establishment of a Design Centre
- Establishment of a geo-technical lab facility under an aboriginal partnership
- Twice yearly workshops on local socio-economic-cultural issues
- Working collaboratively with CBU to define research directions
- Facilitate skills/knowledge/technology transfer through on the job training
- Best practice model in occupational health & safety
- Maximization of local services

Some of the recommend actions were successful:

Others were not, BUT all parties adapted and adjusted over time in the interest of meeting stated objectives

Dialogue and open communication throughout led to success

APPREHENSION

ANTICIPATION

PRIDE

Leading Practice Model for First Nations Success

- Leadership & commitment of the Agency provided important and essential transitional support to the Mi'kmaq
- Exemplary leadership within the First Nations communities in Cape Breton took up the cudgel
- Establishment of the Unama'ki Economic Benefits Office
- Procurement strategy that included Aboriginal Set Asides

Better to Work Together than Compete

Adopted strategy:

- Active intervention to build capacity
- Enabled Mi'kmaq companies to form joint ventures & teaming arrangements with non-aboriginal companies
- Generated increased capacity, broader experience & facilitated knowledge and technology transfer
- Led to further collaboration within Cape Breton to leverage opportunities in other ventures, e.g., the Maritime Link Project

African Nova Scotian Community

- Innovative program to train African Nova Scotians for heavy equipment operation on site
- African Nova Scotian Employment Centre served as a resource to the Agency

Venshuren Center for Sustainability in Energy and the Environment

Owes some of its origins to the work done on the
Tar Ponds and Coke Oven sites

Two principal areas of interest

- i. Mine water management & environmental remediation
- ii. Cleaner energy

CBU leveraging this center to become North America's first energy self-sufficient campus

Proactive Stakeholder Engagement

- from stakeholder workshops in the early months to
- one to one meetings with key stakeholders each quarter to
- telephone and e-mail exchanges

Regular contact with key stakeholders & key community leaders was central to the success of the initiative to maximize benefit and to successfully report the results

Employment Benefits

- Gross employment impacts – 981.05 fulltime equivalent positions
- Of which 44% were jobs in Cape Breton

Actual Jobs

- Truck and large equipment operators
- Site supervisors
- Environmental monitors
- Health and safety personnel

Business Opportunities

Over the duration of the Design and Construction Oversight Contract services and products were sourced from over 100 companies in Cape Breton

Everything from professional services to pizza and copying services
Cape Breton captured approximately 44% of the direct expenditures of the design engineering contract from start to finish

Open Hearth Park Celebrated – September 2013



"Over the past 8 years, the CLC has witnessed not only a transformation of the physical landscape of Sydney, but also a transformation of the minds of its citizens. There is a renewed sense of pride about our history, optimism about the present and growing hope for the future".

(Alastair MacLeod, Chairman, Community Liaison Committee, December 2013)



Lessons Learned

- If you want results, build the requirement for local economic impact optimization into the procurement process
- Commit to innovative and proactive incentives
- Record, measure and report the execution of the contract
- Commit to innovative and proactive incentives

Parting Observations

Properly Executed, the investment of public monies can add value to local economies:

- GDP
- Technology transfer
- The employment options open to individuals
- Leave lasting value in the community

Together concerted actions strengthen the fibre of small firms, the economic driver in the overall economy