

## 5 Wing Goose Bay Remediation Project

- A large-scale remediation project being undertaken the Department of National Defence – planned to be complete in 2020.
- The overall goal of the Goose Bay Remediation Project (GBRP) is to **successfully reduce the risks posed by contamination to human health and the environment** at 5 Wing Goose Bay.



## Technical Success

### Technical Problems / Solutions

- Guidelines / Criteria
- Schedule
- Budget
- Health and Safety
- Regulatory Compliance
- Tendering
- Implementation
- Completion and Closure

## Non-Technical Success

### Community Engagement / Support

- Sense of Satisfaction
- Understanding Goals and Objectives
- Understanding Limitations
- Local Benefits
- Effective Communications
  - Local Residents
  - Aboriginal and Inuit
  - Federal / Provincial / Municipal Governments
  - Environmental Groups
  - Contractors

# Stakeholders – What role do they play?



- Provide input to the project design and implementation
  - Measures project success by:
    - Project timelines and goals being met
    - Observing how well aspects of the project are communicated to all parties involved
  - Need to be provided the fundamentals of the project including:
    - Project objectives
    - Project goals
    - Project limitations
  - Need to be given opportunity to:
    - Have discussions throughout the life of the project
    - Provide input and feedback
    - Align their goals with those of the project

## Local Residents

- Public Meetings / Open Houses – 2005, 2006, 2007, 2008, 2009, 2010, 2013
- Newsletters – 2011, 2012, 2013

## Aboriginal and Inuit

- Nunatsiavut Government – 2007, 2008, 2009
- Innu Nation – 2007, 2008, 2009
- Labrador Métis – 2007, 2008, 2009

## Governments

- Technical Advisory Group (TAG; DND, EC, DFO, HC) – regularly since 2005
- Province of NL – 2006, 2008, regularly since 2011
- Town of Happy Valley-Goose Bay - 2005, 2006, 2007, 2008, 2009, 2010, 2013

## Others

- Industry Day / Contractor Workshops – 2009, 2011, 2013
- Environmental Groups – 2007, 2008, 2009
- Technical Workshop (LNAPL) – 2013

The principal function of the TAG is to provide a technical forum for the GBRP Team to disseminate information on project status and specific activities to TAG members who have a regulatory and/or financial interest in the GBRP.

The TAG was instrumental in accepting and promoting an LNAPL management strategy at Goose Bay.

- The stakeholder engagement and risk communications program is an integrated feature of the LNAPL management framework
  1. **Understand and articulate the policy context** – Treasury Board policy stipulates that Federal real property can only be remediated to its current or intended Federal land use. This recognizes that remediation to pristine conditions is unlikely. LNAPL management is in line with the policy.
  2. **Do the right thing** – Public perception is not justification for action and uninformed actions can be wasteful and worsen environmental conditions. Due diligence actions to prevent worsening conditions are likely to result in reduced risk.
  3. **Communicate with stakeholders** – Clearly articulate at regular milestones the expected outcomes and related implications. Collaboration is necessary and consensus is unlikely.

## **Build a climate of trust, credibility, and understanding:**

- Make sure people understand the message
- Set the context – to understand the “big picture”
- Be open, honest, and transparent
- Make promises – and keep them
- Set expectations – and meet them

- Dozens of meetings, open houses, workshops, presentations conducted to date, as recently as Summer 2013
- Initial public interest (turnout) was high and the majority of concerns were addressed in the early stages. Turnout has since diminished greatly as the project has proceeded through implementation – this is evidence of the community being sufficiently informed
- Government interest remains high
- Contractor interest is high
- Project is on budget and on schedule



- Streamlined communications provide stakeholders easy access to project staff
  - DND (Ottawa)
  - DND (Goose Bay)
  - DCC (Goose Bay)
  
- Regular newsletter (annual) and Public Service Announcements (PSAs) (as required)
  
- Few complaints and concerns received about project activities
  
- Good working relationship with regulators (TAG)

- Contractors workshops
  - Gives advanced notice of up-coming work
  - Opportunity to schedule in advance
- New contracting methods for remediation
  - Pay for performance
  - Design/Build/Operate – with option periods
- Results in competitive bid process
  - Multiple compliant bids
  - Best value awards

Percentage of Soil Impacts Remaining	Percentage Payment
100%	0%
80%	5%
60%	10%
40%	20%
20%	30%
10%	50%
5%	70%
0%	100%

# Increase Opportunities for Local Business



- Early communication and workshops allow local businesses to develop partnerships
- Local hires for consulting and contracting businesses
- Skills development that can be used on future projects
- Select work is tendered using Aboriginal Set-Aside methods
- Service Industry spin-offs