

A dark, grayscale photograph of a construction site on a barge. A large crane is visible on the right side, and a heavy object is being lowered by cables from the top left. The background shows a body of water and distant hills. Two red triangles are positioned at the top and bottom center of the image, pointing towards each other.

# Creating win-win projects that benefit your business and Indigenous communities

**Milestone Environmental Contracting & Matcon Civil Constructors**

EMA of BC Workshop

March 2020

# Agenda

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- Introductions & Company Overviews
- Creating Win-Win Projects
- Project Examples
- Building a Future Together
- Questions

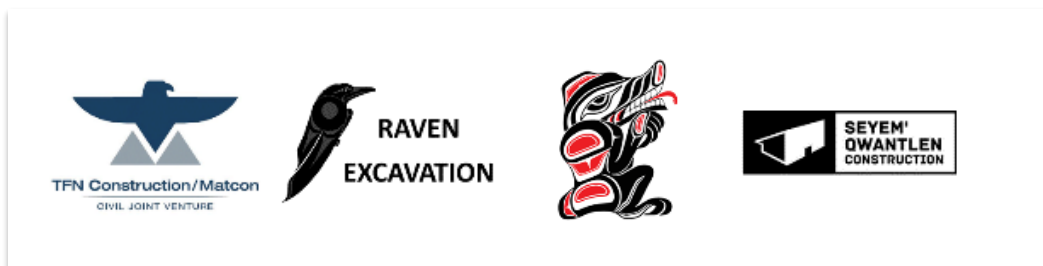
# Introductions & Company Information

# Matcon Civil Constructors

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We are a leader in site preparation, heavy civil construction, habitat construction and land remediation, heavy road construction and underground utility installations here in the lower mainland.

- Locally owned boutique civil construction firm
- Private ownership and limited management structure
- \$60,000,000 in projects annually
- Solutions and relationship-based
- Formal, long-term joint ventures as well as project-based relationships



# Milestone Environmental Contracting

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- Privately-owned specialized contracting and project management company established in 2011 by founding partners with 50+ years experience, followed by rapid growth in subsequent years.
- An industry leader in soil and groundwater remediation, decommissioning and reclamation, and habitat restoration.
- Apply innovative and proven technologies to meet the demands of the most challenging projects.
- Currently leading some of Canada's largest environmental projects
- Various active projects and unique initiatives engaged with Indigenous communities and businesses, including three joint ventures.



# Creating Win-Win Projects

# Investing in Relationships

- Our clients
- Internal and external teams
- The communities within which we work
- First Nations
- Indigenous & non-Indigenous organizations



## Indigenous Youth Work Experience Program

- 2015-2019
- 6,401 hours of employment and training
- \$96,015 in wages paid to youth
- Separate union agreement

# The Inclusion Continuum



<https://indigenouworks.ca/en/products/item/inclusion-continuum>

- The probability and extent of mutual benefits increase as a company matures along the continuum.
- Move through the continuum to create and enhance win-win opportunities



# Building Inclusion and Engagement

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- Continually assess the level of organizational understanding and support
- Can be a formal process (e.g. CCAB) but never underestimate the value of informal, one-to-one and ongoing outreach
- Balance community and company outreach to facilitate a sustained and mutually beneficial relationship (inward and outward facing).
- Recognize the transition and balance of efforts as an organization moves along the Inclusion Continuum
- Economic Reconciliation

# The Inclusion Continuum Applied



# Project Examples

# Tsawwassen Mills Shopping Centre

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Project work Included procuring, placing grading and removal of 2,000,000 tons of sand, installing underground utilities, constructing road, parking areas, walkways and park-like habitats.



- 21,210 TFN Member staff hours
- 7,070 TFN Member supervisory hours
- \$800,000 in wages



# Former Fraser Cedar Mill Site

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Multi-phase remediation project on Kwantlen First Nation reserve lands performed as the Seyem' Qwantlen Construction / Milestone Environmental Joint Venture.



- **Phase 1** – Overall site remediation (2016 – 17) \$2.3M. Contaminated soil removal, backfill, water treatment
- **Phase 2** – Slope Stability (2017 – 18) \$500K. Slope failure repair. Design and install loc block retaining wall
- **Phase 3** – Foreshore sediment remediation / infrastructure removal (2019) \$400K. Removal and offsite disposal of foreshore infrastructure by barge. Contaminated soil removal from shore utilizing long reach excavator and swamp pads
- Each phase competitively bid and won.
- Combined with other projects in excess of \$3,000,000 in contract value
- Progressive collaboration amongst Seyem' Qwantlen Construction, Milestone and Matcon.

# Y-Jetty Esquimalt Harbour Remediation



- One of various phase in DND's ongoing Esquimalt Harbour Remediation Program
- Goal is to remediate historical contamination from more that a century of military, industrial and commercial use, and mitigate risk to harbour ecosystems
- Working closely with Esquimalt Nation, Songhees Nation through employment, training, subcontracting and procurement
- Project valued at \$37M

# Y-Jetty Esquimalt Harbour Remediation



- Various engagement initiatives including a career fair
- 2,496 training hours that included a range of courses and transferable skills sets
- 16,319 labour hours to Dec 2019
- High % of onsite crew as well as various key positions
- \$1,500,000 + in goods, services, and labour
- Significant scope of work performed by Salish Sea Industrial Services including dock demo and backfilling. SSIS is an Indigenous Business with co-ownership shared among Esquimalt and Songhees Nations and Ralmax



# Decontie Milestone Inc

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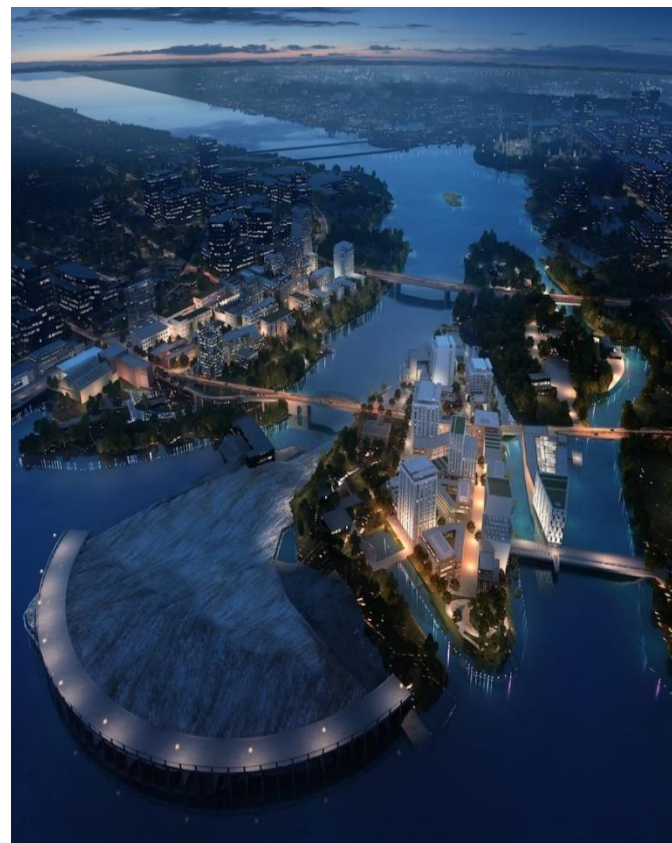
- Decontie Construction Inc. (DCI) - a licensed and federally registered Algonquin general contractor from the Kitigan Zibi (KZA) community in Maniwaki, PQ.
- Corbeau Decommissioning Project in Quebec (\$4.5M)
- Key objective was to recruit and retain Anishnaabe workers from the community of Kitigan Zibi
- Over 30 Anishinaabeg workers employed
- Individual and company capacity building development





# Decontie Milestone Inc

- Progression to other opportunities including the Zibi project, one of Canada's most unique brownfield developments.
- "Pathways to Strengthening an Algonquin Anishinaabe Workforce"
- Expanding the scope of the partnership and collaborating on entering into new markets beyond traditional environmental contracting.
- Benefits extending beyond the company and JV to the surrounding communities and beyond



# Building a Future Together

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- Working in a Spirit of Partnership
- Strategic planning aligned to the goals of the community.
- Integrated collaboration through all phases of the project life cycle.
- Build sustained capacity through multiple projects and ongoing initiatives and operations.
- Collaboration across companies and industry.
- Investing in the relationship.
- Set your sights beyond the horizon.

# In Closing



<https://indigenoussworks.ca/en/products/item/inclusion-continuum>

- Where do you and your organization sit within the continuum?
- How can you be an effective change agent in moving your organization along the continuum to create and enhance those win-win opportunities?



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Thank you

