

# Competitive Procurement Process: Contract to Manage Canadian Nuclear Laboratories Beyond 2025

Update to the Environmental Stewardship Council

October 12, 2023







# Land Acknowledgement

AECL acknowledges with gratitude that we operate on territories that have, since time immemorial, been the traditional lands of Indigenous Peoples in Canada.





# Procurement Principles

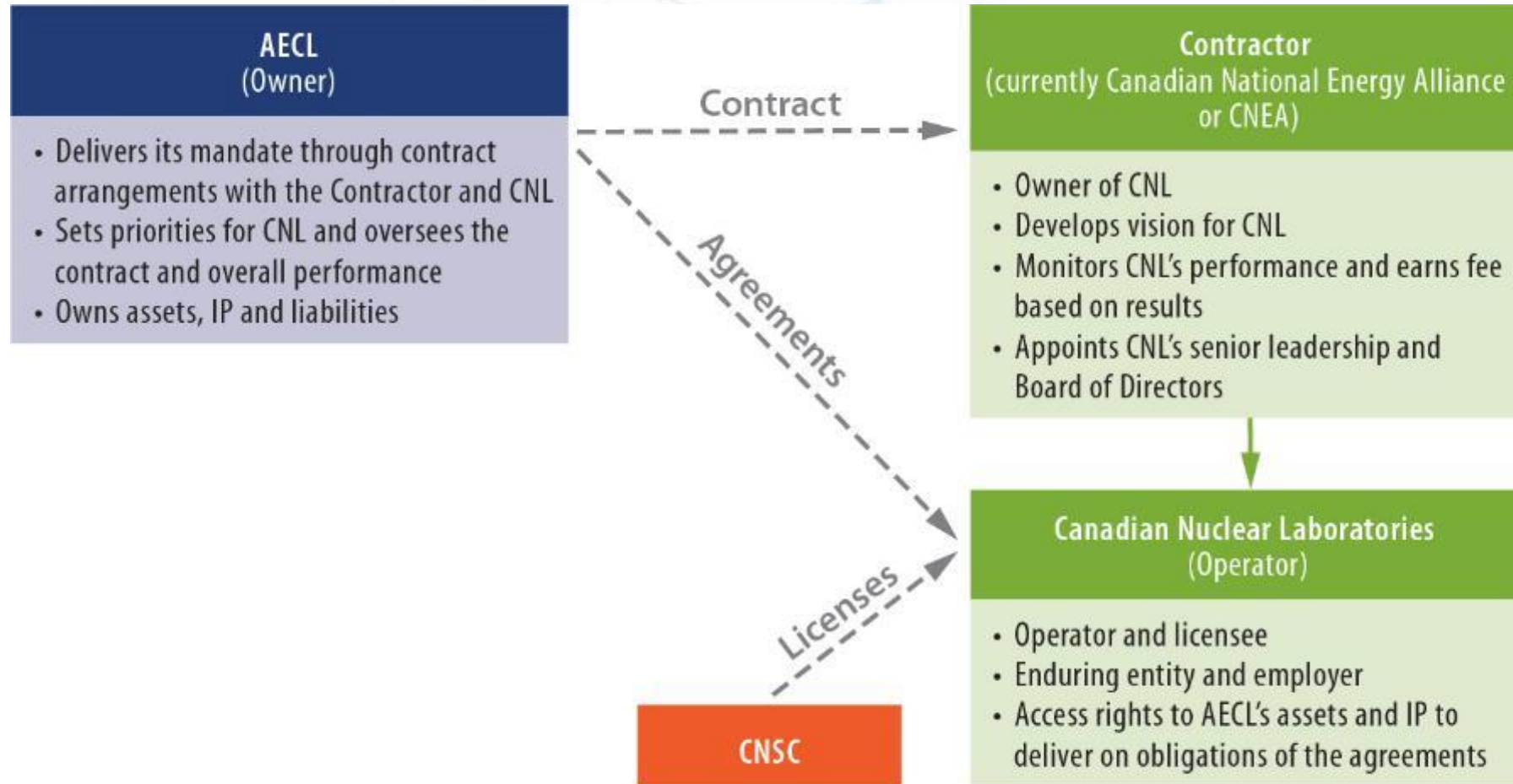
- AECL will run a fair and transparent process
- AECL does not have a real or apparent preference for the incumbent contractor
- AECL is looking for the best possible bidder and expects robust competition
- AECL is committed to maintaining the integrity of the procurement
- AECL has a real desire to engage local stakeholders, Indigenous community on certain aspects of the contract and/or RFP
  - Need to do this while maintaining fairness in the process, confidentiality as required, etc.

# Agenda

1. GoCo Model Overview/Recap
  - Background
  - Objectives/Priorities for the Next GoCo Contract Period
  - What to Expect for CNL
  
2. Procurement Process
  - Where we are in the Process
  - Overview of the Request for Pre-Qualification
  - Schedule
  - Next Steps

# GoCo Model - Overview / Recap

# Government-owned, Contractor-operated model



# Roles and Responsibilities

- AECL's role is to oversee CNL's performance against the Government-owned, Contractor-operated contract and support its priorities and those of the Government of Canada.
- AECL sets priorities for CNL – these are not expected to change with this procurement process.
- CNL is an enduring entity responsible for operating AECL's sites.
- We expect that only individuals in senior management positions will change with a new contract being issued.

# AECL Sites and Assets

- **Laboratories:** Chalk River Laboratories and National Innovation Centre for Cyber Security
- **Legacy AECL research sites** (in decommissioning): Whiteshell, Nuclear Power Demonstration, Douglas Point, Gentilly-1, + large decommissioning and remediation scope at Chalk River
- **Sites contaminated with historic low-level radioactive waste and/or uranium ore** for which the government has accepted responsibility: Port Hope Area Initiative and Northern Transportation Route





# Objectives for Next Contract: Three Missions

AECL's intent is that CNL leverages its capabilities and resources to successfully deliver on the 'Primary Missions' and their individual and collective objectives. The Missions are:

- **Science & Technology (S&T):** Strengthen CNL's role as Canada's National Nuclear Laboratories by delivering on federal priorities in science & technology, pursuing valuable collaborations and partnerships, and advancing nuclear innovation for the public good. Grow third party commercial services and revenue by leveraging existing capabilities and assets.
- **Decommissioning & Waste Management (DWM):** Optimize, with consideration for acceleration opportunities, decommissioning, environmental remediation and waste management activities to reduce AECL liabilities, as well as risks and costs over the long term; and
- **Site Development & Investment (Capital):** Deliver an integrated, optimally configured capital expenditure and asset management program. Ensure that AECL's real property, sites, buildings and facilities are safely and securely managed, and capabilities, resources and infrastructure are maintained.

# Objectives for Next Contract

In delivering the Mission work, CNL is expected to:

- Drive innovation through the enhancement and development of new collaborations across academic and research networks and national and international industries
- Leverage capabilities to deliver on federal research priorities and grow third-party revenues
- Continue the revitalization of the Chalk River Laboratories to transform it into a more efficient, modern nuclear science and technology campus
- Optimize the delivery of the decommissioning and waste management program to reduce AECL's liabilities safely and cost effectively
- Build and maintain meaningful collaborative relationships with Indigenous communities based on healing and reconciliation
- Ensure that CNL sustains a robust health, safety, security and environment culture, that it is compliant and efficiently managed, and that capabilities, resources and infrastructure required to satisfy AECL's mandate are maintained
- Drive organizational transformation and build the capabilities of CNL staff
- Optimize delivery and cost of site operations



# What to Expect – CNL

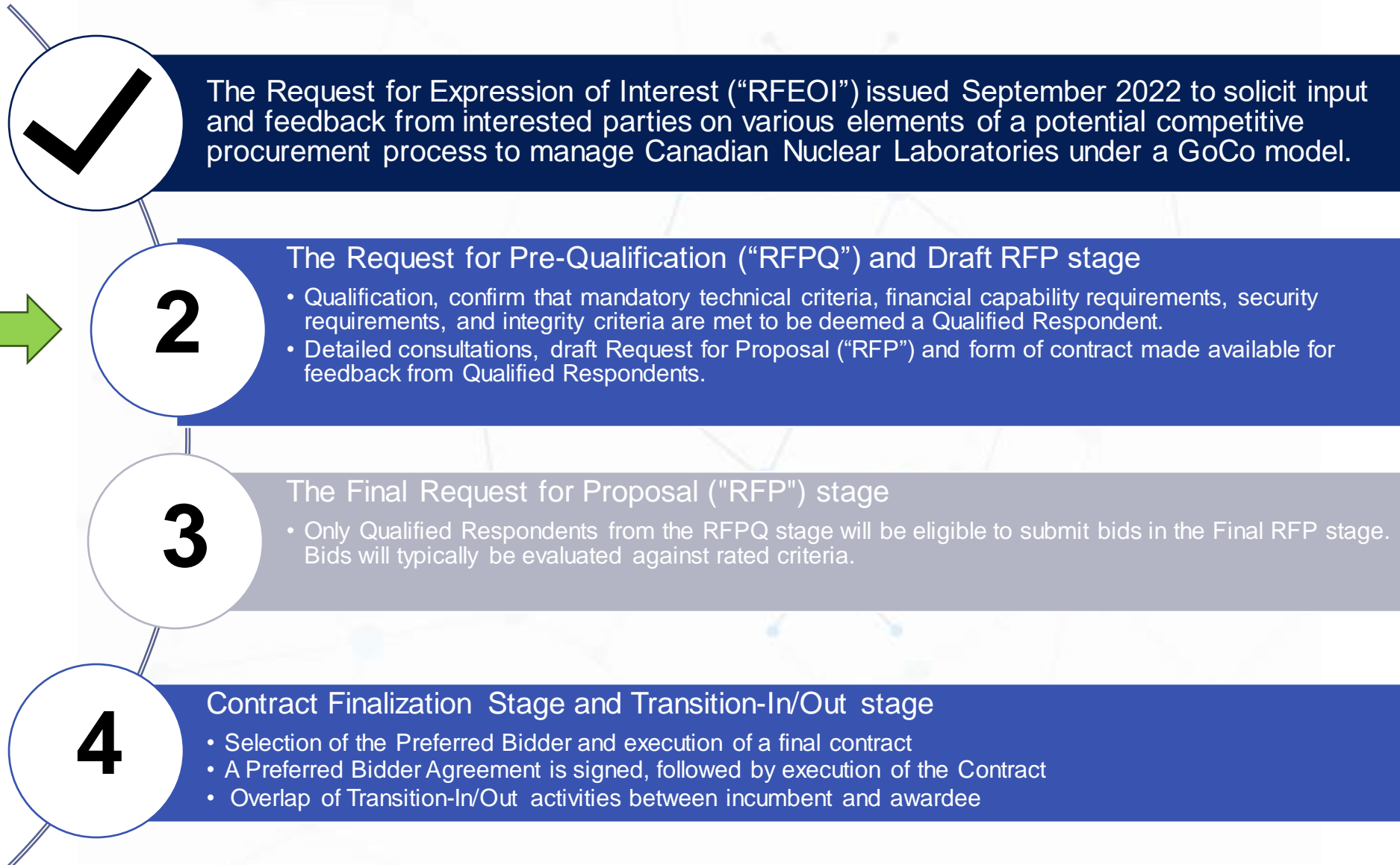
CNL is an 'enduring entity', meaning that contractors can come and go, but CNL remains.

- CNL remains the employer of the workforce, licensee and enduring entity responsible for the operations of AECL's sites.
  - What may change is the ownership of CNL (currently Canadian National Energy Alliance)
- Ongoing work, projects and priorities of CNL remain
- We expect stability in CNL's workforce in order to deliver on the important work and initiatives underway, including nuclear science and technology activities, decommissioning and waste management, as well as capital projects.
- All of the contracts that CNL has in place will remain with CNL as the enduring entity, including those that may run into the next GoCo contract period.



# Procurement Process

# Procurement Process



# Request for Pre-Qualification

- Provides description of procurement process, instructions to interested bidders on how to respond, terms and conditions, etc.
- Pre-Qualification requirements:
  1. Security clearances
  2. Financial capability assessment
  3. Integrity certifications
  4. Technical evaluation





# RFPQ – Technical Criteria

10 criteria to evaluate Respondents experience in managing large, complex sites with activities similar to those at Chalk River and other AECL sites – e.g.:

- Managing large nuclear facilities, licensed nuclear infrastructure projects, integrated approach to nuclear safety, health, security and environmental protection
- Managing large unionized workforce, multidisciplinary team in science, technology and research, implementing organizational change
- Being responsible for nuclear decommissioning projects, management of radioactive waste
- Managing research and development projects
- Managing stakeholder and Indigenous engagement in the context of nuclear projects

Complete documentation available on AECL's website: [www.aecl.ca/about-aecl/goco-contract-renewal](http://www.aecl.ca/about-aecl/goco-contract-renewal)

# Schedule

Date	Milestone
September 26, 2022	Launch of the Request for Expression of Interest
October 26, 2022	Closing date for submitting responses to the Request for Expression of Interest
Fall 2022/Winter 2023	Information received through the Request for Expression of Interest reviewed and analyzed
March 23, 2023	Briefing and tour of the Chalk River Laboratories for interested bidders
March 31 2023	Release of the Request for Pre-Qualification
Winter/Spring 2023 (and ongoing)	Outreach to local communities, stakeholders and Indigenous communities
Fall 2023 – Spring 2024	Engage Qualified Respondents in a Draft Request for Proposal process
Spring 2024	Release Final Request for Proposal
Spring/Summer 2024	Bid Preparation (Qualified Respondents)
Fall 2024 – Spring 2025	Bid Evaluation
Spring/Summer 2025	Selection of Preferred Bidder
	Contract Award and Transition-In



# Next Steps – Community/Indigenous Engagement

- AECL will be seeking feedback on the draft statement of work
  - Expect to publish in coming weeks
  - Looking for community input: what is important to community, are requirements well captured, what's missing, etc.
- Targeted engagement with Indigenous communities and Nations
- Other engagement activities as required / based on needs and interests of community
- Updates to ESC as appropriate



# Questions

