



SEEMP Phase 1 Final Report 2025

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EXECUTIVE SUMMARY

On October 23, 2014, the British Columbia Environmental Assessment Office (BC EAO) issued an Environmental Assessment Certificate (EAC) for the Coastal GasLink Pipeline Project (the Project). The EAC was conditionally issued following the BC EAO's assessment of environmental, social, economic, heritage and health components deemed relevant to the Project.

The Project's EAC includes 33 conditions to address potential adverse effects, based on input from Indigenous groups, local communities and resource management agencies during the Environmental Assessment process. Condition #24 describes the requirement to develop a Socio-economic Effects Management Plan (SEEMP).

The SEEMP identifies the Project's approach to implementing mitigation measures during construction to avoid or reduce potential adverse socio-economic effects on regional and community infrastructure and services. These potential effects were presented in the Application for an EAC (the Application). The SEEMP also outlines a process for how the effectiveness of mitigation will be monitored and reported.

During Phase 1, Coastal GasLink monitored mitigation effectiveness and prepared and filed semi-annual reports on SEEMP activities during construction. An Adaptive Management Process was used (see SEEMP Section 6.3) in situations where monitoring indicated unpredicted outcomes. There were no observed effects attributable to Coastal GasLink on regional and community infrastructure and services that would change the predictions of the socio-economic assessment presented in the Application.

TABLE OF CONTENTS

1.0 INTRODUCTION..... 6

2.0 PROJECT OVERVIEW 8

3.0 SEEMP PURPOSE.....10

4.0 SEEMP SCOPE.....11

5.0 SEEMP OBJECTIVES12

6.0 SEEMP ENGAGEMENT13

6.1. SEEMP Contacts 14

6.2. Development 15

6.3. Implementation 15

6.4. Phase 1 Final Report 15

7.0 SEEMP REPORTS16

8.0 OBSERVED EFFECTS SUMMARY17

8.1. Economy: Contracts and Procurement Expenditures 17

8.1.1. Activities 17

8.1.2. Adaptive Management 19

8.1.3. Mitigation Effectiveness 19

8.2. Economy: Community Economic Resilience 19

8.2.1. Activities 20

8.2.2. Adaptive Management 20

8.2.3. Mitigation Effectiveness 20

8.3. Employment and Labour Force: Employment..... 21

8.3.1. Activities 21

8.3.2. Adaptive Management 22

8.3.3. Mitigation Effectiveness 22

8.4. Employment and Labour Force: Training Opportunities 22

8.4.1. Activities 22

8.4.2. Adaptive Management 24

8.4.3. Mitigation Effectiveness 24

8.5. Community Utilities and Services: Emergency Services..... 25

8.5.1. Activities 25

8.5.2. Adaptive Management 26

8.5.3. Mitigation Effectiveness 27

- 8.6. Community Utilities and Services: Health Care Services 27
 - 8.6.1. Activities 27
 - 8.6.2. Adaptive Management 30
 - 8.6.3. Mitigation Effectiveness 31

- 8.7. Community Utilities and Services: Social Services 31
 - 8.7.1. Activities 31
 - 8.7.2. Adaptive Management 32
 - 8.7.3. Mitigation Effectiveness 32

- 8.8. Community Utilities and Services: Waste Management Facilities 33
 - 8.8.1. Activities 33
 - 8.8.2. Adaptive Management 34
 - 8.8.3. Mitigation Effectiveness 34

- 8.9. Community Utilities and Services: Recreational Facilities 34
 - 8.9.1. Activities 35
 - 8.9.2. Adaptive Management 35
 - 8.9.3. Mitigation Effectiveness 36

- 8.10. Community Utilities and Services: Education Services 36
 - 8.10.1. Activities 36
 - 8.10.2. Adaptive Management 36
 - 8.10.3. Mitigation Effectiveness 37

- 8.11. Community Utilities and Services: Government Services 37
 - 8.11.1. Activities 37
 - 8.11.2. Adaptive Management 37
 - 8.11.3. Mitigation Effectiveness 37

- 8.12. Community Utilities and Services: Housing And Commercial Accommodations ... 37
 - 8.12.1. Activities 37
 - 8.12.2. Adaptive Management 39
 - 8.12.3. Mitigation Effectiveness 39

- 8.13. Transportation Infrastructure and Services: Traffic 39
 - 8.13.1. Activities 39
 - 8.13.2. Adaptive Management 41
 - 8.13.3. Mitigation Effectiveness 42

- 8.14. Transportation Infrastructure and Services: Navigability of Waterways 43
 - 8.14.1. Activities 43
 - 8.14.2. Adaptive Management 43

| | | |
|-------------|---------------------------------------------------------|-----------|
| 8.14.3. | Mitigation Effectiveness | 43 |
| 9.0 | COMPLIANCE | 44 |
| 9.1. | Inspections..... | 44 |
| 9.2. | Objective Fulfilment..... | 44 |
| 10.0 | PHASE 1 SEEMP CONDITION PHASE 1 EXPERIENCE | 46 |
| 10.1. | Approach..... | 46 |
| 10.2. | Engagement Feedback..... | 46 |
| 10.3. | Key Takeaways and Future Considerations | 48 |
| 11.0 | IN CLOSING | 51 |

LIST OF APPENDICES

- Appendix A: SEEMP Mitigation Status Table
- Appendix B: Phase 1 SEEMP Final Report Feedback Summary

LIST OF FIGURES

| | |
|-----------------------------------------------------------------|----|
| Figure 1-1: Regulatory Process for Condition #24 | 6 |
| Figure 1-2: EAC Condition #24 | 7 |
| Figure 2-1: Coastal GasLink Pipeline Project Corridor Map | 9 |
| Figure 6-1: Engagement..... | 13 |
| Figure 8-1: Education and Training..... | 24 |
| Figure 11-1: Coastal GasLink by the Numbers | 51 |

LIST OF TABLES

| | |
|---------------------------------------------------------------------------------|----|
| Table 6-1: SEEMP Contacts | 14 |
| Table 7-1: SEEMP Status Reports and Reporting Periods..... | 16 |
| Table 8-1: Indigenous and Local Subcontract Award Values to September 2024..... | 19 |
| Table 8-2: Treatment Visits to Local Healthcare Facilities | 29 |
| Table 8-3: Workforce Accommodations | 38 |
| Table 9-1: SEEMP Objective Fulfilment | 45 |
| Table 10-1: SEEMP Key Takeaways and Future Considerations | 48 |

1.0 INTRODUCTION

An Environmental Assessment Certificate (EAC) was issued to Coastal GasLink by the BC Environmental Assessment Office (EAO) on October 23, 2014. The Coastal GasLink EAC included 33 conditions to address potential adverse effects, based on input from Indigenous groups, local communities and resource management agencies during the Environmental Assessment process. Condition #24 describes the requirement to develop and implement a Socio economic Effects Management Plan (SEEMP):

Figure 1-1: Regulatory Process for Condition #24

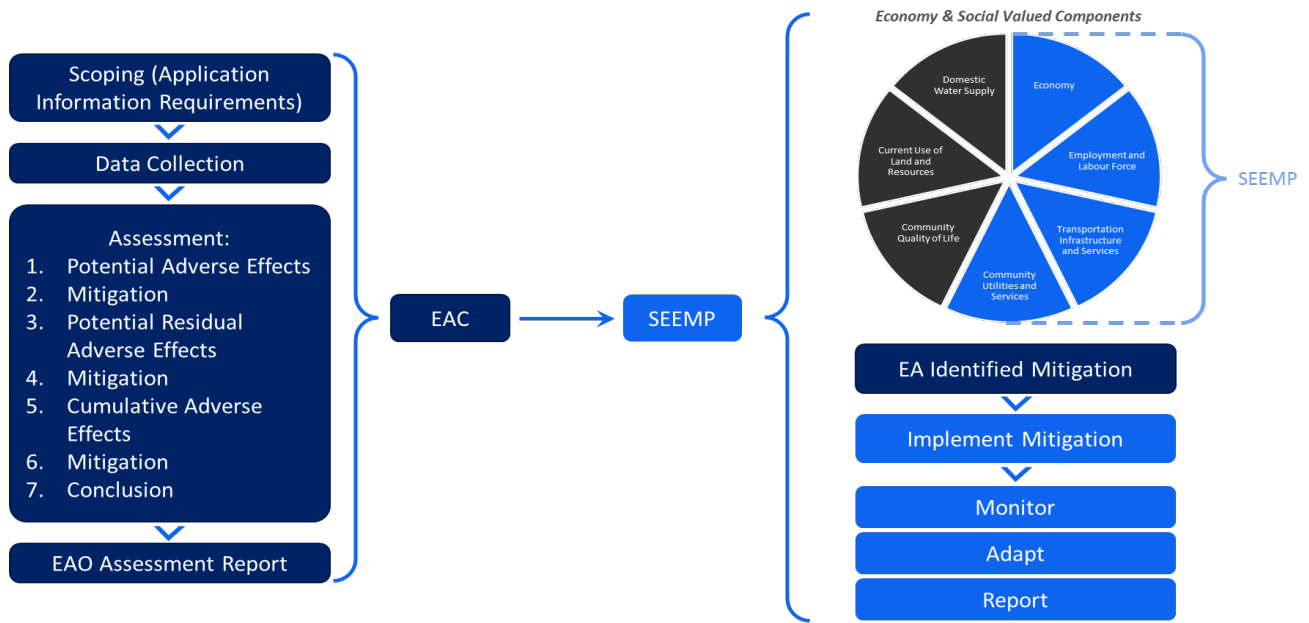


Figure 1-2: EAC Condition #24

The Holder must develop and implement a Social and Economic Effects Management Plan (SEEMP). The Holder must develop the SEEMP in consultation with CSCD, and in consideration of the framework attached as Appendix B.

The SEEMP must include specific actions to address the following:

- *implementation of mitigation set out in the Application (Section 12, Table 12-8 and Table 12-9 and Section 15, Table 15-17 and 15-21);*
- *effective consultation planning and implementation with affected Aboriginal Groups, local governments and service delivery agencies regarding effects related to community level infrastructure and services including water, waste (solid and liquid), health and social services;*
- *approach to designing and communicating programs related to employment and contracting opportunities, skills training and education;*
- *monitoring and reporting on the effectiveness of the mitigation set out in the Application and in the SEEMP; and*
- *if necessary, description of an adaptive management approach, including the implementation of alternative mitigation, to address unpredicted effects directly related to the Project.*

The Holder is required to implement the SEEMP in consultation with CSCD upon the commencement of Construction activities until one year after Project Operations commence or as otherwise directed by EAO.

In order to allow for CSCD to review, comment and make a recommendation to EAO on whether to approve the plan, the Holder must provide the SEEMP to CSCD no less than 90 days prior to the Holder's planned date to commence Construction. The Holder must not commence Construction until the SEEMP has been approved by EAO.

Any amendments to the SEEMP as a result of the adaptive management approach must be developed in consultation with CSCD and approved by EAO prior to implementation, unless otherwise authorized by EAO.

The Socio-economic Effects Management Plan (SEEMP) describes the plan for implementing mitigation to reduce potential adverse socio-economic effects during the Project's construction phase. The SEEMP also describes the approach to monitoring and reporting mitigation effectiveness on community-level infrastructure and services.

This final report includes a narrative about SEEMP development and implementation during Phase 1 of the Project. This includes SEEMP development in 2014 to 2015 and construction activities spanning from December 2018 to 2024. The report focuses on the SEEMP process and framework with consideration of feedback received from SEEMP contacts.

2.0 PROJECT OVERVIEW

Coastal GasLink is a 670-km pipeline designed to transport natural gas from the Montney gas producing region, starting near Dawson Creek, B.C. and extending to the LNG Canada facility in Kitimat, B.C. The pipeline has an initial capacity of approximately 2.1 bcf/d with the potential expansion for additional transportation capacity of up to approximately 5 bcf/d.

On October 2, 2018, TransCanada Corporation, now TC Energy Corporation (TC Energy), announced that it would proceed with construction of Coastal GasLink after a decision to sanction the LNG Canada liquefied natural gas facility in Kitimat was announced by the joint venture participants of LNG Canada. Construction activities began on Coastal GasLink in December 2018.

Mechanical completion of the pipeline and two facilities, the Wilde Lake Compressor Station and the Kitimat Meter Station, was achieved in November 2023. Natural gas was introduced into the pipeline in December 2023. The gas volume was maintained at operational pressure levels to ensure pipeline integrity, with 24/7 monitoring from TC Energy's control centres in Alberta. In 2024, most of the reclamation work was completed and in November, Coastal GasLink declared the pipeline commercially in-service. This was another important milestone in support of LNG Canada's commissioning and safe start-up activities.

Phase 1 was divided into eight pipeline sections and two facilities, the Wilde Lake Compressor Station and the Kitimat Meter Station (see Figure 2-1). The construction schedule enabled crews to work in both summer and winter months. Coastal GasLink awarded contracts to eight Prime Contractors to construct the Project:

- Aecon Group Inc. (Aecon)
- Ledcor Haisla Limited Partnership (LHLP)
- Macro Spiecapag Joint Venture (MSJV)
- Macro Pipelines Inc. (Macro)
- Michels Canada (Michels)
- O.J. Pipelines Canada Partnership (OJ Pipelines)
- SA Energy Group (SA Energy)
- Surerus Murphy Joint Venture (SMJV)

Figure 2-1: Coastal GasLink Pipeline Project Corridor Map



3.0 SEEMP PURPOSE

The purpose of the SEEMP is to engage identified parties in Coastal GasLink’s approach to implementing mitigation during construction to avoid or reduce potential adverse socio-economic effects on regional and community infrastructure and services as presented in the Application for an Environmental Assessment Certificate (Application), and monitor and report on the effectiveness of the mitigation. Coastal GasLink used an adaptive management approach, where required, if monitoring indicated that the mitigation was not achieving the predicted outcome, and included any new or revised mitigation in its reporting. The SEEMP also describes Coastal GasLink’s plans to engage with identified groups during implementation of the SEEMP, including the issues management and adaptive management approaches during construction.

The Phase 1 final SEEMP report focuses on reviewing both SEEMP development and implementation objectives, frameworks and processes spanning a decade (2014–2024). The timing of the report is intended to reflect the Project experience to date, considering the time that has elapsed.

4.0 SEEMP SCOPE

The SEEMP focuses on the adverse effects identified in Sections 12, 15.5 and 15.6 of the Application for the following valued components during the Project construction phase:

- economy
- employment and labour force
- community utilities and services
- transportation infrastructure and services

This final SEEMP report includes a narrative about SEEMP development and implementation during Phase 1 of the Project. This includes SEEMP development in 2014 to 2016 and construction activities spanning from December 2018 to 2024. The report focuses on the SEEMP process and framework with consideration of feedback received from SEEMP contacts.

5.0 SEEMP OBJECTIVES

The focus of the SEEMP is to describe the plan for implementing mitigation and the approach to monitoring and reporting on the implementation and effectiveness of mitigation on community-level infrastructure and services during the construction phase of the Project. The objectives of the SEEMP are to:

- Satisfy Condition #24 of the EAC Table of Conditions.
- Ensure that Coastal GasLink continues to provide relevant Project information to affected parties to facilitate planning needs.
- Ensure that Coastal GasLink continues to engage potentially affected parties during monitoring activities, as outlined in SEEMP, Appendix D (Effectiveness Monitoring Table).
- Record SEEMP engagement activities and comments and make them available on request.
- Address identified issues in a timely manner in accordance with the issue management process (SEEMP, Section 3.4).
- Use an adaptive management approach if monitoring indicates that the mitigation is not achieving the predicted outcome.

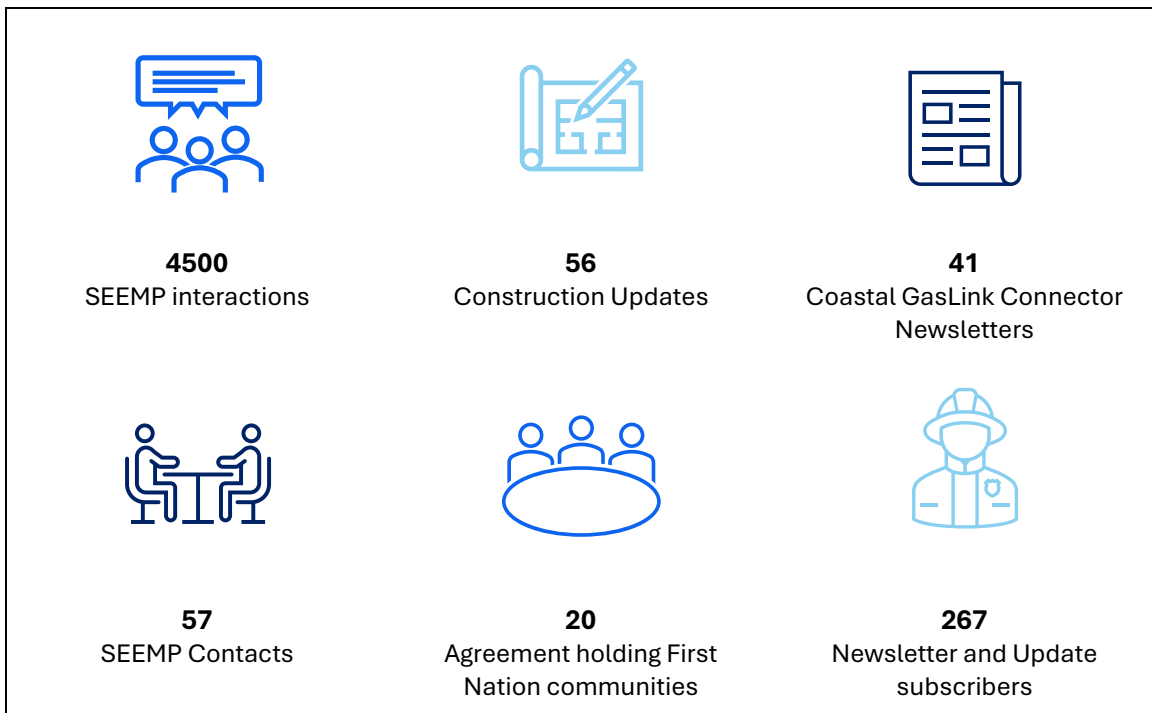
6.0 SEEMP ENGAGEMENT

As described in the SEEMP, Coastal GasLink engaged regularly and openly to gather feedback from those affected by the Project and to understand mitigation effectiveness. During SEEMP development and Phase 1 implementation, Coastal GasLink had over 4,500 interactions with SEEMP contacts. Interactions included letters, phone calls, meetings and emails.

SEEMP engagement was recorded and submitted to the BC EAO and Ministry of Housing and Municipal Affairs as part of reporting.

In addition to SEEMP engagement, Coastal GasLink distributed 56 construction updates to 267 local governments, first responders and economic development organizations, as well as 20 agreement holding First Nation communities. Coastal GasLink also distributed 41 Coastal GasLink Connector newsletters to subscribers and on the Coastal GasLink website.

Figure 6-1: Engagement



6.1. SEEMP CONTACTS

SEEMP contacts included 21 Indigenous groups, 18 local governments and 18 provincial agencies as shown in Table 6-1.

Table 6-1: SEEMP Contacts

| Indigenous Groups | Local Governments | Provincial Agencies |
|----------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------|
| Blueberry River First Nations | City of Dawson Creek | BC Emergency Health Services |
| Dark House (Yex T’sa Wilk’us) | City of Fort St. John | BC Energy Regulator |
| Doig River First Nation | City of Prince George | BC Environmental Assessment Office |
| Haisla Nation | City of Terrace | BC Clean Energy and Major Projects Office |
| Halfway River First Nation | District of Chetwynd | Ministry of Children and Family Development |
| Kitselas First Nation | District of Fort St. James | Ministry of Education and Child Care – Capital Management Branch |
| Lheidli T’enneh First Nation | District of Houston | Ministry of Emergency Management and Climate Readiness |
| McLeod Lake Indian Band | District of Kitimat | Ministry of Forests – Regional Economic Operations Branch |
| Nadleh Whut’en First Nation | District of Mackenzie | Ministry of Health – Health Protection Integration and Engagement |
| Nak’azdli Band (Nak’azdli Whut’en) | District of Tumbler Ridge | Ministry of Indigenous Relations and Reconciliation |
| Nee Tahi Buhn Band | District of Vanderhoof | Ministry of Jobs, Economic Development and Innovation |
| Office of the Hereditary Chiefs of the Wet’suwet’en (Office of the Wet’suwet’en) | Peace River Regional District | Ministry of Housing and Municipal Affairs |
| Saik’uz First Nation | Regional District of Bulkley-Nechako | Ministry of Post-secondary Education and Future Skills |
| Saulteau First Nations | Regional District of Fraser-Fort George | Ministry of Public Safety and Solicitor General – Victim Services and Crime Prevention Branch |
| Skin Tyee Nation (Skin Tyee First Nation) | Regional District of Kitimat-Stikine | Ministry of Public Safety and Solicitor General – Policing & Security Branch |
| Stellat’en First Nation | Town of Smithers | Ministry of Social Development and Poverty Reduction |
| Ts’il Kaz Koh (Burns Lake Band) | Village of Burns Lake | Ministry of Transportation and Transit |
| West Moberly First Nations | Village of Fraser Lake | Northern Health Authority |
| Wet’suwet’en First Nation | | |
| Witset First Nation | | |
| Yekooche First Nation | | |

6.2. DEVELOPMENT

During development of the SEEMP (2014–2016), Coastal GasLink shared a draft plan with SEEMP contacts to invite their feedback. Coastal GasLink received over 300 comments through almost 450 engagement interactions between April and September 2015. Feedback received helped to inform the final SEEMP that was submitted to the BC EAO and approved on May 13, 2016. All feedback was followed up with the corresponding SEEMP contacts. This supported setting the baseline of what SEEMP contacts could expect during SEEMP implementation.

6.3. IMPLEMENTATION

Information presented in the semi-annual SEEMP status reports considered feedback from semi-annual SEEMP engagement. Each SEEMP status report outlined SEEMP engagement activities for that reporting period. During each reporting period, Coastal GasLink invited 57 SEEMP contacts to engage on SEEMP implementation to monitor mitigation effectiveness. In addition to SEEMP contacts, communication continued with various potentially affected organizations to ensure local organizations received Project information and updates including chambers of commerce, fire/emergency management departments, RCMP detachments, victim services agencies and WorkBC.

Phase 1 SEEMP implementation resulted in over 4,000 interactions to monitor mitigation effectiveness. SEEMP implementation engagement included collaborating with SEEMP contacts to implement the Adaptive Management Process (SEEMP Section 6.3) in situations where monitoring results indicated that outcomes were not as predicted.

The BC government SEEMP contacts chose to hold combined in-person SEEMP engagement meetings with provincial agencies. Four joint provincial agencies SEEMP engagement meetings took place in Victoria, B.C. with an additional one planned but cancelled due to COVID-19.

6.4. PHASE 1 FINAL REPORT

For a period of one year (November 2024 to 2025), feedback on the SEEMP development and implementation during Phase 1 of the Project was collected from SEEMP contacts. This included SEEMP development in 2014 to 2016 and construction activities spanning from December 2018 to 2024. With a focus on the SEEMP process and framework, this report considers feedback received from 38 SEEMP contacts.

7.0 SEEMP REPORTS

As outlined in Section 7 of the SEEMP, during construction Coastal GasLink submitted semi-annual SEEMP status reports directly to the BC EAO, the Ministry of Housing and Municipal Affairs and SEEMP contacts. SEEMP status reports were publicly available on the Project’s website at CoastalGasLink.com.

This is the Phase 1 final SEEMP report. It provides a narrative and review of SEEMP development and Phase 1 SEEMP implementation during construction activities. Table 7-1 provides a summary of the Project’s SEEMP status reports.

Table 7-1: SEEMP Status Reports and Reporting Periods

| SEEMP Status Report No. | Reporting Period | Date of Issuance |
|-------------------------|---------------------------|------------------------------------|
| 1 | December 2018 – June 2019 | July 2019 |
| 2 | July – November 2019 | December 2019 |
| 3 | December 2019 – May 2020 | June 2020 |
| 4 | June – November 2020 | December 2020 |
| 5 | December 2020 – May 2021 | June 2021 |
| 6 | June – November 2021 | December 2021 |
| 7 | December 2021 – May 2022 | June 2022 |
| 8 | June – November 2022 | December 2022 |
| 9 | December 2022 – May 2023 | June 2023 |
| 10 | June – November 2023 | December 2023 |
| 11 | December 2023 – May 2024 | June 2024 (updated September 2024) |
| 12 | June – November 2024 | December 2024 |

8.0 OBSERVED EFFECTS SUMMARY

Potential adverse effects were assessed in the Project's Application. Baseline information was presented in the Application's Appendix 2M: Social Technical Report and Appendix 2N: Economic Technical Report. See Appendix A for a summary of the potential adverse socio-economic effects and status of mitigation measures identified in the Application.

The following sections summarize mitigation activities and effectiveness carried out by Coastal GasLink during construction. For further details, please see the SEEMP status reports.

8.1. ECONOMY: CONTRACTS AND PROCUREMENT EXPENDITURES

In the Application, the following potential adverse effect was identified in relation to contracts and procurement expenditures:

- limited participation in contract opportunities

8.1.1. Activities

- **Indigenous and Local Contracting and Employment (ILCE) Program:** Coastal GasLink established an ILCE Program to work closely with Prime Contractors to identify and communicate information to local Indigenous and non-Indigenous communities and businesses about contracting and employment opportunities. Initiatives delivered by the program included:
 - Establishing a local vendor database and vendor registration process.
 - Fostering collaboration between Prime Contractors and local economic development, employment service providers and Indigenous communities to attend and participate in local job and career fair events.
 - Maintaining ongoing discussions with local and Indigenous economic development organizations to communicate Project requirements, potential contracting opportunities and related qualifications.
- **Job fairs and economic summits:** During 2019, Coastal GasLink hosted 23 economic summits and 12 open house and job fair events in communities along the project route.
- **Contracting and Employment Task Force (CETF):** Beginning in 2021, Coastal GasLink began hosting virtual CETF meetings with local Indigenous groups and the Project's pipeline construction Prime Contractors. The CETF meetings were led by a rotating chair from the participating Indigenous groups and provided a forum for communication, relationship building and problem solving. Seventy CETF meetings were held between 2021 through 2023.
- **Local Prime Contractor presence:** Coastal GasLink's Prime Contractors established their own presence in and near communities during construction activities. This

allowed for increased visibility and transparency regarding their efforts to prioritize local business opportunities.

- **Chambers of commerce participation:** Coastal GasLink maintained memberships in 12 Northern B.C. chambers of commerce located along the project route.
- **Outreach events:** Coastal GasLink hosted, attended, and sponsored 260 business networking events and conferences to disseminate information about vendor opportunities and readiness. Examples included:
 - Independent Contractors and Business Association events
 - Creating Energy: Northern Resources Conferences
 - British Columbia Natural Resources Forums
 - Nation2Nation Business Forums
 - First Nations Major Projects Coalition Annual Conferences
- **Revegetation Advisory Forum (RAF):** Beginning in 2022, Coastal GasLink initiated a series of RAF sessions to provide updates to Agreement-holding First Nation community representatives regarding contracting and employment opportunities related to post-construction revegetation work on the project right-of-way.
- **COVID-19 Public Health Order compliance:** SEEMP contacts reported economic effects of the demobilization of the Coastal GasLink workforce and restrictions of employee mobility that resulted from the Public Health Order issued to Industrial Camps. The demobilization of Coastal GasLink workers staying in workforce accommodations had revenue effects for the Indigenous business partners in those ventures. No adaptive management was implemented due to the extraordinary circumstances of the global COVID-19 pandemic and the Public Health Order requirements.
- **Indigenous and local subcontract award values:** Table 8-1 shows the available data on Indigenous and local contract award values to September 2024. The Indigenous category includes contract awards made to local Indigenous and local non-Indigenous businesses that are working together on Coastal GasLink.

Table 8-1: Indigenous and Local Subcontract Award Values to September 2024

| Business Type | Subcontract Award Value ¹ | Percentage of Total Subcontract Award Value ² |
|---------------------------|---------------------------------------------|-----------------------------------------------------------------|
| Local (B.C.) | \$1.94 billion | 81% |
| Indigenous ^{3,4} | \$1.55 billion | 65% |

Notes:

¹ The majority of subcontracting opportunities (and subsequent contract awards) on pipeline projects occur during earlier phases of the construction schedule.

² The percentage calculation changed from SEEMP Status Report No.11 to be based on the total value of subcontracts (\$2.3 billion) available and awarded by Coastal GasLink and Prime Contractors to Indigenous and B.C. businesses. This amount does not include the Wilde Lake Compressor Station or Kitimat Meter Station facilities prime contracts. Also, it is not inclusive of the total project committed value, which includes all capital expenditures, services and materials.

³ The Indigenous category is a subset of the Local (B.C.) category; therefore, it is important not to double-count award values between these two categories.

⁴ The Indigenous category includes contract awards made to local Indigenous businesses and those where local Indigenous businesses and local non-Indigenous businesses have partnered for Coastal GasLink activities. Coastal GasLink acknowledges that the total dollar value of these contracts at award may not be the same as the total dollar value received as benefits by the Indigenous partner.

8.1.2. Adaptive Management

During construction, no adaptive management to address observed effects was required.

8.1.3. Mitigation Effectiveness

Local contracting opportunities were made available prior and during construction. The total value of contracts awarded to local (B.C.) businesses by Coastal GasLink and its Prime Contractors for the construction phase was approximately \$1.94 billion.

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on contracts and procurement expenditures were observed.

8.2. ECONOMY: COMMUNITY ECONOMIC RESILIENCE

In the Application, the following potential adverse effect was identified in relation to community economic resilience:

- alteration of existing community economic patterns

8.2.1. Activities

- **Public information efforts:** During construction, Coastal GasLink circulated 56 construction updates by email to local governments and key stakeholders. These section-by-section construction updates provided information on progress and identified upcoming construction activities and were made available to the public on the Coastal GasLink website. The Project also shared information through a project Facebook page, which was used as an engagement tool to answer questions and provide information. The Coastal GasLink Connector newsletter was another tool to share general information and special interest stories about the Project. Members of the public had the option of subscribing online via CoastalGasLink.com to receive updates and newsletters. Forty-one editions of the Connector newsletter were distributed to subscribers and stakeholders.
- **Chambers of commerce participation:** Coastal GasLink maintained memberships in 12 Northern B.C. chambers of commerce located along the project route.
- **Outreach events:** Coastal GasLink hosted, attended, and sponsored business networking events and conferences. Examples included:
 - Independent Contractors and Business Association events
 - Creating Energy: Northern Resources Conferences
 - British Columbia Natural Resources Forums
 - Nation2Nation Business Forums
 - First Nations Major Projects Coalition Annual Conferences
 - Canadian Council for Aboriginal Business: Indigenous Women in Leadership Business Forum
- **COVID-19 Public Health Order compliance:** SEEMP contacts reported economic effects of the demobilization of the Coastal GasLink workforce and restrictions of employee mobility that resulted from the Public Health Order issued to Industrial Camps. The demobilization of Coastal GasLink workers staying in workforce accommodations reduced customers in various local restaurants, hotels and retail businesses. No adaptive management was implemented due to the extraordinary circumstances of the global COVID-19 pandemic and the Public Health Order requirements.

8.2.2. Adaptive Management

No adaptive management to address observed effects was required during construction.

8.2.3. Mitigation Effectiveness

Coastal GasLink participated in local business development events to collaborate and share regional economic development opportunity information with Indigenous groups, local communities and chambers of commerce across the project corridor. Community feedback about effects from the Project's construction on the local economy were positive.

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on community economic resilience were observed.

8.3. EMPLOYMENT AND LABOUR FORCE: EMPLOYMENT

In the Application, the following potential adverse effect was identified in relation to employment:

- skilled labour shortage

8.3.1. Activities

Coastal GasLink implemented comprehensive programs and partnerships to maximize employment opportunities for Indigenous and local communities along its project route. These initiatives included economic summits, job fairs, training programs and collaborations with educational institutions and government agencies to support workforce development and employment continuity.

- **Indigenous and Local Contracting and Employment (ILCE) Program implementation:** Coastal GasLink implemented an ILCE Program intended to maximize contracting and employment opportunities for Indigenous and local communities and businesses through the Prime Contractors and subcontractors or contracts directly with the Project. At the beginning of construction, the program hosted 23 economic summits to facilitate these connections along the project route.
- **Community engagement by Prime Contractors:** Prime Contractors actively engaged with local communities via career fairs, trade shows, economic summits and presentations to promote local hiring commitments. Monthly employment reports were submitted to Coastal GasLink.
- **Partnerships with educational institutions:** The Project collaborated with colleges and post-secondary institutions to offer bursaries, certification courses and technical training targeting Indigenous and local individuals, including programs like Welding Foundations and Pathways to Prosperity.
- **Employment and training programs:** Coastal GasLink supported initiatives such as trades training, work readiness and industry certifications to support skill building and workforce development.
- **Ongoing collaboration with government agencies:** The Project collaborated with the Ministry of Social Development and Poverty Reduction and WorkBC to share employment forecasts, host virtual panels and support local workforce recruitment.
- **Community-specific training support:** Contributions to community-led programs included workforce skills training, youth employment education and boot camps to prepare members for project employment.

- **Job fairs and outreach events:** Coastal GasLink and its partners hosted and participated in job fairs in various Indigenous communities to promote training and employment opportunities.
- **Support for Indigenous women and youth:** The Project funded scholarships, bursaries and specialized programs such as the Skykeepers Indigenous Women’s Employment Readiness, Women in Trades and Outland Youth Employment programs to enhance inclusion and support Indigenous women and youth in industry, trades and technical fields.
- **Support for forestry employment transition:** Coastal GasLink heard from local governments about economic challenges resulting from changes in the forestry sector. As a result, the Project provided employment and contracting information at community events. This included attending job fair events, additional outreach to impacted workers and businesses and organizing targeted events in those impacted communities.

8.3.2. Adaptive Management

In 2022, Coastal GasLink established a Single Point of Contact (SPOC) program to assist local and Indigenous workers transitioning from the Project with re-employment opportunities, resulting in numerous training offers and re-hires. Of the 145 individuals registered with the program, 33 individuals were re-hired by Coastal GasLink’s Prime Contractors or their subcontractors. Success through the employment continuity initiative was approximately 54%.

8.3.3. Mitigation Effectiveness

Coastal GasLink shared information locally and provincially to help workers access local community-based employment training services and employment opportunities with the Project.

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on employment were observed.

8.4. EMPLOYMENT AND LABOUR FORCE: TRAINING OPPORTUNITIES

In the Application, a potential adverse effect was identified in relation to training opportunities:

- lack of time to train local workers for skilled positions

8.4.1. Activities

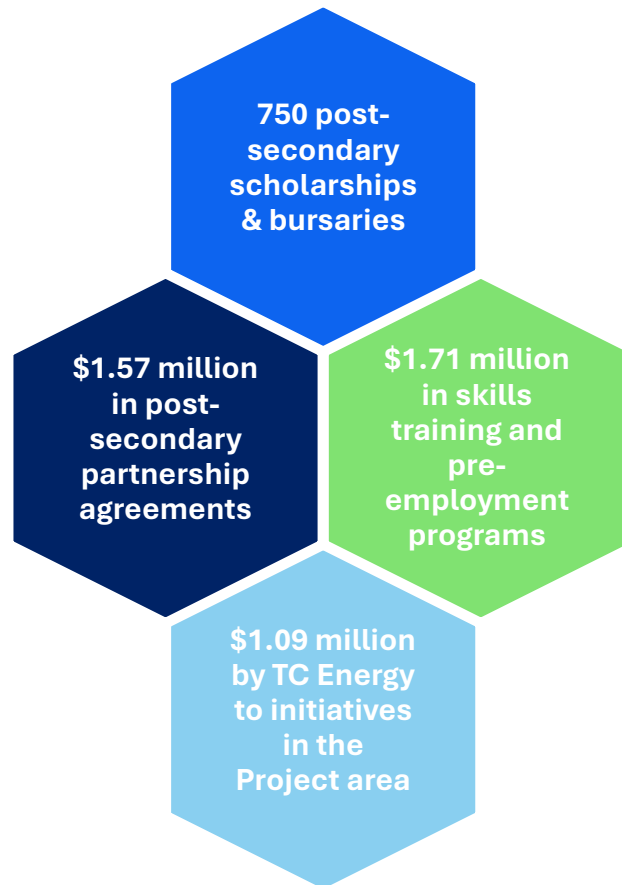
Coastal GasLink had an extensive and ongoing commitment to education and training initiatives across Northern B.C. This included partnerships, programs, scholarships,

apprenticeships and community capacity-building legacy efforts aimed at supporting Indigenous and local communities for workforce readiness.

- **Collaboration with local education and training institutions:** Coastal GasLink communicated with local education and training service providers regarding anticipated construction schedules, workforce skills requirements and expected demand for education services. Indigenous Skills and Employment Training (ISET) groups, training institutions, public post-secondary institutes and other training and workforce development service providers were engaged to collaborate on education and training opportunities.
- **Partnerships with Educational Institutions:** Coastal GasLink built long-term partnerships with post-secondary institutions in Northern B.C. to support the regional labour force and transferable skills development. Partners included the University of Northern British Columbia (UNBC), Coast Mountain College (CMTN), College of New Caledonia (CNC) and Northern Lights College (NLC). Since 2014, Coastal GasLink invested over \$1.57 million through post-secondary partnership agreements and almost \$1.71 million in skills training and pre-employment programs delivered by Indigenous, non-profit and for-profit training organizations in Northern B.C. During the same period, TC Energy contributed approximately \$1.09 million to support Coastal GasLink education and training initiatives in the project area.
- **Scholarships and Bursaries:** Student bursaries were made available to Indigenous and local individuals directly through UNBC, CMTN, CNC and NLC. Since 2014, Coastal GasLink funding provided 750 scholarships and bursaries through post-secondary institutions in Northern B.C., with 354 awarded to students identifying as Indigenous.
- **Apprenticeship and Skilled Trades Development:** The Project supported formal apprenticeship training with over 120 apprentices employed during certain reporting periods, including Indigenous and female apprentices. Trades represented included heavy equipment operators, welders, pipefitters, electricians and more. Apprentices receive on-the-job training supervised by certified journeypersons and benefit from partnerships with unions and training providers like the Christian Labour Association of Canada, International Union of Operating Engineers Local 115 and UA Piping Industry College. In addition, Construction Foundation BC reported they had reached 18 participants, 13 of whom identified as Indigenous, as part of the Coastal GasLink funded Road to Red Seal program supporting aspiring trades people in B.C.
- **Indigenous Youth Employment and Work Readiness Training Programs:** Coastal GasLink partnered with various Indigenous employment and training programs to support transition to employment. Training programs included Outland Youth Employment Program, construction readiness, driver training, basic security officer training, environmental field skills, archaeology management, swiftwater rescue, occupational first aid and programs for summer student work experience which were tailored to Indigenous community members. These programs often provide industry-recognized certificates and post-secondary credits, enhancing employability and skills development.

- **Equipment and Technology Support:** Coastal GasLink facilitated equipment purchases for educational institutions to enhance skilled trades programs, including upgrades at College of New Caledonia campuses for trades such as heavy-duty mechanics and professional cooking. Additionally, laptops were also provided to Indigenous organizations to support education and training.

Figure 8-1: Education and Training



8.4.2. Adaptive Management

No adaptive management to address observed effects was required during construction.

8.4.3. Mitigation Effectiveness

Based on feedback from SEEMP contacts, implemented mitigation supported local education and training activities. As construction activities reached completion, training initiatives available through Coastal GasLink shifted from project construction to legacy-related opportunities.

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on training opportunities were observed.

8.5. COMMUNITY UTILITIES AND SERVICES: EMERGENCY SERVICES

In the Application, the following potential adverse effect was identified in relation to emergency services:

- increased demand on local emergency services

8.5.1. Activities

Coastal GasLink actively collaborated with local emergency services, health authorities and regional governments to ensure safety and emergency preparedness throughout its construction and operational phases. The Project implemented various programs, contributed to community emergency resources and maintained ongoing communication and training to support local emergency response capabilities.

- **Collaboration with local emergency services:** Coastal GasLink worked closely with BC Emergency Health Services, Emergency Management BC, fire departments, RCMP detachments and local governments to share project schedules and coordinate emergency response efforts.
- **Extraordinary Legacy Initiative (ELI):** Coastal GasLink implemented ELI, which was an internal program aimed at empowering project personnel to leave an extraordinary legacy on safety and respect. Employees and contractors attended leadership workshops and training videos were incorporated into orientations.
- **Health and safety coordination:** Bi-weekly and later weekly meetings with Northern Health and other agencies address permitting, health requirements and COVID-19 responses, including collaboration with WorkSafeBC and our contractor, International SOS (ISOS).
- **Emergency response resources and support:** On-site medic vehicles to transport project injuries, aerial helicopter visibility supports to local first responders and notifications were regularly sent to emergency officials and search and rescue organizations.
- **Community contributions:** Support was provided for local emergency operations centers, training facilities, rescue equipment and volunteer fire departments across Northern B.C., including search and rescue and fire services. This included donated surplus supplies and equipment as worksites demobilized.
- **Wildfire prevention and support:** Coastal GasLink developed a Forest Fire Prevention and Management Program, engaged wildfire specialists, provided training and equipment and supported BC Wildfire Service operations, including housing firefighters during wildfires in 2021 and 2023. Coastal GasLink estimates that its crews suppressed more than 50 spot fires caused by lightning strikes during the 2023 wildfire season, reducing the pressure on BC Wildfire crews and resources.

- **Emergency planning and simulations:** Coastal GasLink hosted tours for local emergency responders, conducted emergency response simulation exercises and engaged in workshops and training conferences to enhance coordination and preparedness.
- **Incident response and safety actions:** Coastal GasLink responded to support several local incidents such as vehicle rollovers, missing persons and small wildfires, implemented safety measures and coordinated with local authorities to manage emergencies effectively.
- **Pipeline operations emergency planning:** Collaborated on emergency planning with local service providers, supported local emergency equipment purchases and met with emergency services to introduce operational response plans.

8.5.2. Adaptive Management

- **June 2022 truck and trailer incident:** A project-related truck and trailer loaded with three joints of pipe rolled onto the driver's side while merging westbound onto Highway 16 in Section 4 near Vanderhoof. No other vehicles were involved and no injuries occurred. Two RCMP officers were called to the scene to arrange traffic control measures and remained on scene for approximately two hours until the truck was cleared off the highway. In response, Coastal GasLink issued a call to action for load securement safety including hitch securement, reduced speeds during turning and anticipation of load shifting.
- **June 2023 bus incident:** During the June 2023 bus incident north of Prince George, Coastal GasLink collaborated with Northern Health to minimize effects on local emergency and health care services. Coastal GasLink mobilized its available resources, which meant that several workers did not need to access emergency transportation.

Post-incident, Northern Health provided feedback to improve, prepare, plan, respond and recover for potential future events. The feedback included immediate and direct notification to Health Emergency Management BC, updated emergency contact lists, single point of contact for families to get information, on-site liaison to support patient needs after discharge and participation in a Health Emergency Management BC hosted emergency management tabletop exercise. Northern Health's feedback was reviewed and considered with Coastal GasLink's standards and plans.

- **Local emergency response capacity:** Concerns were raised around the potential for emergency response professionals to leave their current local positions for emergency service positions on the Project. Coastal GasLink connected with local emergency management facilities about potential local paramedical capacity challenges and shared information on construction activity timelines and peak workforce durations. Although the general emphasis of the Project was to hire local first, Coastal GasLink discouraged this in the areas of emergency response to minimize local service gaps.
- **COVID-19 pandemic:** Coastal GasLink made significant effort to communicate protocols and procedures related to the response of this crisis to Indigenous groups

and local communities across the entire route, including through social media channels, paid and earned media, videos and written material. Coastal GasLink took precautionary measures to ensure the health and safety of everyone involved and continuously updated COVID-19 support measures, posting the information on the website www.CoastalGasLink.com.

- **Emergency response planning:** Coastal GasLink continued to understand and collaborate on potential effects of the Project's workforce on emergency response service capacity, particularly in regards to emergency response planning and wildfire evacuations. Emergency response plans were shared with Northern Health and Health Emergency Management B.C. and both attended a Coastal GasLink emergency response tabletop exercise in Prince George in August 2023. In August 2023, Coastal GasLink hosted two Emergency Management and Operations Information Sessions in Kitimat, B.C., open to members of the public.

8.5.3. Mitigation Effectiveness

Coastal GasLink collaborated with local communities and service providers to ensure that local perspectives were considered in the Project's plans for emergency response. Coastal GasLink supported local emergency services through sponsorships and donating in-kind materials. When local services were required for project incidents, Coastal GasLink collaborated with local emergency services providers, reviewed incidents to determine causes and implemented recommendations that came from incident investigations.

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on local emergency services were observed.

8.6. COMMUNITY UTILITIES AND SERVICES: HEALTH CARE SERVICES

In the Application, the following potential adverse effect was identified in relation to health care:

- increased demand on health care services

8.6.1. Activities

Coastal GasLink coordinated with Northern Health to minimize impact on local health care services, ensuring on-site medical care reduced non-occupational use of community facilities. This included close collaboration during challenging events such as the COVID-19 global pandemic and a bus incident in 2023. The Project implemented various programs, contributed to community health care resources and maintained ongoing communication and training to support local health care capabilities.

- **Health & Safety Program Enhancements:** Coastal GasLink collaborated with the Northern Health Authority, BC Emergency Health Services and Emergency Management BC to ensure adequate local healthcare and emergency response during construction.

The Health and Safety team implemented new guidelines and training, including winter footwear, hand protection, driving safety, in-vehicle monitoring, heavy equipment safety and operator/spotter training. These were adopted by all contractors.

Coastal GasLink developed and implemented Communicable Disease Management Plans in line with evolving provincial orders from the COVID-19 global pandemic.

As part of demobilization of worksites, Coastal GasLink donated surplus medical supplies and equipment to local health service centres.

- **Medical Services & Emergency Response:** ISOS was contracted to provide 24-hour medical services at workforce accommodations, with clinics and roving support vehicles deployed along the route. Numbers of medical units fluctuated with project needs ensuring WorkSafeBC requirements were met and most often exceeded. Over 130 medical professionals were employed across the Project during peak construction.

Site-specific health and safety plans were developed in coordination with Northern Health and the Ministry of Environment for workforce accommodations.

In the event of expected transfers to local health care service facilities related to occupational injuries, Coastal GasLink worked to ensure the relevant local physician or nurse practitioner had been consulted prior to arrival and notification calls were placed ahead of the transfer through the implementation of the Project's 24-hour response centre staffed by nurse practitioners.

- **COVID-19 Management & Protocols:** From March 2020 to May 2022, Coastal GasLink had recorded 1,042 cases of COVID-19 among on-site Project employees.

Coastal GasLink strictly followed provincial and federal guidelines, holding regular meetings with Northern Health, WorkSafeBC and other agencies.

In addition, Coastal GasLink held regular virtual COVID-19 information sessions for Indigenous and local government leaders with Dr. Holmes. These sessions enabled information and resource sharing at a challenging time. At the peak of the COVID-19 pandemic, sessions were weekly, moving to bi-weekly and then monthly as things stabilized.

COVID-19 management included daily health checks, rapid antigen testing, face coverings, pre-arrival questionnaires and vaccination campaigns. Over 48,000 PCR/RAD tests and 3,700 vaccine doses (including boosters) were administered to the workforce by May 2022.

The Project responded to COVID-19 waves by reinstating or relaxing protocols as required and contributed rapid tests and flu shots to local communities and schools.

- **Community & Indigenous Engagement:** Coastal GasLink worked closely with Indigenous communities, local governments and health authorities, participating in regional response groups and roundtables. The Project contributed medical supplies,

supported fundraising events (e.g., Hope Air, Climb for Cancer), ongoing support for Indigenous health impact assessments and sponsored community health and wellness initiatives.

- **Workforce Wellness & Mental Health:** ISOS shifted focus from pandemic response to worker wellness, offering blood pressure clinics, cardiovascular disease prevention and mental health awareness through toolbox talks and bulletins.
- **Case Reporting & Impact:** COVID-19 case counts were tracked with 1,042 cases among project employees by May 2022. Most cases did not require hospitalization and treatment was provided on-site by ISOS. From the beginning of construction in December 2018 through November 2024, the Project’s workforce accrued over 59 million work hours. During that time, workers spent approximately 471 hours in treatment at local healthcare facilities across the project corridor related to 260 workplace incidents.
- Table 8-2 describes the number of treatment visits per healthcare facility related to occupational injuries during Phase 1 construction of Coastal GasLink.

Table 8-2: Treatment Visits to Local Healthcare Facilities

| Healthcare Facility | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Total |
|---------------------------------------------|------|------|------|------|------|------|-------|
| Bulkley Valley District Hospital (Smithers) | | 1 | | 28 | 8 | 1 | 38 |
| Burns Lake Primary Care Clinic | | 5 | | 5 | 6 | | 16 |
| City Centre Medical Clinic (Kitimat) | | | | 10 | 2 | | 12 |
| Chetwynd Hospital and Health Centre | 1 | 3 | | 8 | 5 | 1 | 18 |
| Dawson Creek and District Hospital | 1 | 3 | | 9 | 1 | | 14 |
| Dawson Creek Optometrist | | | | 1 | | | 1 |
| Fort St. John Hospital and Peace Villa | | | | 3 | | | 3 |
| Fraser Lake Community Health Centre | | | | 1 | | | 1 |
| Houston Health Centre | 1 | | | 2 | 1 | | 4 |
| Kitimat General Hospital and Health Centre | 2 | 2 | 1 | | 1 | | 6 |
| Ksyen Regional Hospital (Terrace) | | | | 5 | 3 | 1 | 9 |
| Lakes District Hospital (Burns Lake) | | 2 | | 1 | 4 | | 7 |
| Lakewood Dental Group (Prince George) | | 1 | | | | | 1 |
| Northern Vision (Terrace) | | | | 1 | | | 1 |
| Prince Rupert Hospital | | | | 2 | | | 2 |
| St. John Hospital (Vanderhoof) | 3 | 6 | | 7 | | | 16 |

| Healthcare Facility | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Total |
|----------------------------------------------------|-----------|-----------|----------|------------|-----------|----------|------------|
| University Hospital of Northern BC (Prince George) | 4 | 7 | 5 | 26 | 15 | 2 | 59 |
| Total Visits | 12 | 30 | 6 | 109 | 46 | 5 | 208 |

8.6.2. Adaptive Management

- COVID-19 pandemic:** Lessons learned from the December 2020 COVID-19 outbreak and the intensive planning and support that occurred in collaboration with Northern Health led to positive outcomes. This included implementing enhanced COVID-19 safety measures and retaining Dr. Allan Holmes and Iridia Media to provide additional expertise.

During the pandemic, Coastal GasLink adjusted COVID-19 safety policies and protocols in accordance with provincial health guidelines. This included updating the Project’s vaccination campaign to provide the workforce with support, education and increased access to vaccinations.

Northern Health expressed greater confidence in Coastal GasLink’s ability and capacity to manage the complexities of COVID-19 on site as a result of the adaptive management collaboration that occurred.

- Health care facility capacity:** Coastal GasLink engaged with Northern Health and locally to understand regional capacity constraints on primary health care services as construction progressed. This engagement fostered information sharing, collaboration and coordination to minimize Project effects on local health care capacity. Areas where concerns arose included Vanderhoof, Chetwynd, Burns Lake, Kitimat and Terrace.

Coastal GasLink’s medical contractor, ISOS, promoted on-site health care services available to the workforce to reduce potential use of local services. Coastal GasLink also implemented a 24-hour response centre staffed by nurse practitioners to alleviate effects in the event of transfers to local health care facilities. In addition, worker wellness programs were implemented in response to feedback received both internally and externally.

- Local health care capacity:** Concerns were raised around the potential for health care professionals to leave their current local positions for positions on the Project. Although the general emphasis of the Project was to hire local first, Coastal GasLink discouraged this in the areas of health care to minimize local service gaps.
- June 2023 bus incident:** During the June 2023 bus incident north of Prince George, Coastal GasLink collaborated with Northern Health to minimize effects on local health care services. Coastal GasLink mobilized its available resources, which meant that several workers did not need to access local health care services. Northern Health’s ‘code orange’ in Prince George was also minimized to under 4 hours because of the real-time information sharing and collaboration of resources that occurred.

Post-incident, Northern Health provided feedback to improve, prepare, plan, respond and recover for potential future events. The feedback included immediate and direct notification to Health Emergency Management BC, updated emergency contact lists, single point of contact for families to get information, on-site liaison to support patient needs after discharge and participation in a Health Emergency Management BC hosted emergency management tabletop exercise. Northern Health's feedback was reviewed and considered with Coastal GasLink's standards and plans.

8.6.3. Mitigation Effectiveness

Since the beginning of construction in December 2018 through November 2024, the Project's workforce had accrued over 59 million work hours. During that time, workers spent approximately 471 hours in treatment at local healthcare facilities across the project corridor related to 260 workplace incidents.

As construction activities reached completion and workforce accommodations were demobilized, medical equipment was donated to local organizations.

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on local emergency services were observed.

8.7. COMMUNITY UTILITIES AND SERVICES: SOCIAL SERVICES

In the Application, the following potential adverse effect was identified in relation to social services:

- increased demand on community social services

8.7.1. Activities

Coastal GasLink consistently implemented and enhanced programs and partnerships to support workforce accommodations and local communities, focusing on safety, health, cultural respect and social wellbeing. The Project engaged Indigenous communities and local organizations through various initiatives, donations and advisory programs to address social challenges and promote positive relations.

- **Workforce support services:** Coastal GasLink provided workers access to social services and counselling support through on-site medical staff, helplines and online services.
- **Engagement with victim services:** The Project contacted multiple victim service agencies to discuss local capacity and shared construction updates and contact information, enhancing and sharing knowledge.
- **Code of conduct and policies:** A mandatory code of conduct enforced by management included policies on alcohol and drugs, harassment-free workplace, duty

to accommodate, employment equity, Indigenous relations, business ethics and weapons in the workplace.

- **Community Workforce Accommodation Advisor (CWAA) program:** Coastal GasLink introduced the CWAA program which included local Indigenous representatives within workforce accommodations to foster a safe, respectful environment, promote cultural awareness and build capacity within Indigenous communities.
- **Local community contributions:** The Project supported various local initiatives including food banks, youth programs, mental health services, poverty relief and cultural events across northern British Columbia communities.
- **Indigenous community support:** Coastal GasLink contributed to Indigenous-led programs and facilities including health and wellness centers, youth cultural centers, and initiatives addressing mental health, addictions and missing and murdered Indigenous women and girls.
- **Ongoing collaboration and monitoring:** The Project engaged with government agencies and local organizations to monitor social impacts, share timely construction information and develop educational programs to support community wellbeing. Collaboration included engaging with the Ministry of Public Safety and Solicitor General, Victims Services and Crime Prevention Branch to discuss the Ministry's Focus Project. The Focus Project was a multi-year monitoring and engagement initiative aimed at understanding any effects of LNG Canada and Coastal GasLink on victim services utilization and demand. Coastal GasLink implemented the following two recommendations from the first Focus report:
 - Strengthen knowledge of and access to locally available gender-based violence resources.
 - Improve industry's timely sharing of locally relevant information.

8.7.2. Adaptive Management

- **BC Government Focus Project:** Coastal GasLink engaged with the Ministry of Public Safety and Solicitor General, Victim Services and Crime Prevention Branch to discuss the Ministry's Focus Project. The Focus Project was a multi-year monitoring and engagement initiative aimed at understanding any effects of LNG Canada and Coastal GasLink on victim services utilization and demand. Coastal GasLink implemented the recommendations from the first year of the Focus Project. This included reaching out to engage with local victim service agencies across the Project corridor twice a year and adding local victim services agencies to the monthly construction update email list to ensure construction schedule and workforce numbers were shared in a timely manner.

8.7.3. Mitigation Effectiveness

Based on feedback from engagement, mitigation measures were deemed effective and no long-term or permanent direct adverse effects on social services were observed.

8.8. COMMUNITY UTILITIES AND SERVICES: WASTE MANAGEMENT FACILITIES

In the Application, the following potential adverse effect was identified in relation to waste management:

- increase in waste flow to regional landfill, transfer station sites and wastewater treatment facilities

8.8.1. Activities

Coastal GasLink actively collaborated with local governments, contractors and health authorities to manage solid and liquid waste from construction across multiple regions. The Project emphasized adherence to local regulations, infrastructure upgrades and innovative waste handling solutions to minimize impact and support community infrastructure.

- **Local government engagement:** Coastal GasLink consulted regional districts and municipalities to assess waste management capacities and preferences for accepting solid and liquid waste and to understand local procedures and fees.
- **Infrastructure upgrades:** Agreements were made with the District of Houston, Village of Burns Lake and Village of Fraser Lake to upgrade sewage treatment facilities, enhancing capacity to handle project-related waste and leaving improved local services.
- **Waste disposal practices:** Liquid waste from various lodges were managed through municipal facilities or lagoons, with solid waste directed to regional landfills or recycling centers, depending on location. Industrial waste was sent to specialized disposal facilities across western Canada.
- **Waste management monitoring and permitting:** Coastal GasLink maintained ongoing coordination with Northern Health and the Ministry of Environment and Climate Change Strategy, including biweekly meetings focused on waste management permitting and regulatory compliance.
- **Mitigation of operational issues:** Efforts were made to address odour concerns from wastewater deliveries including adjusting hauling times, adding additives to mitigate septic conditions during transport and repairing faulty equipment.
- **Contaminated soil management:** Following vandalism-related contamination, Coastal GasLink contained affected soils onsite and pursued bioremediation options to avoid disposal at regional facilities, completed remediation and testing without requiring offsite soil disposal.
- **Waste reduction initiatives:** The Project supported recycling programs, encouraged donation of recycling proceeds to local charities and donated surplus materials like fencing to communities to reduce waste flows. Since mid-2021, bottle and can recycling at workforce accommodations raised more than \$644,500 for local non-profit organizations in Northern B.C. communities.

- **Waste discharge authorizations:** In response to regional landfill capacity concerns, Coastal GasLink obtained multiple waste discharge authorizations for the controlled incineration of construction-related wood waste.
- **Stakeholder collaboration and communication:** Coastal GasLink provided technical briefings and engaged with regional districts and municipalities to address waste management challenges, contractor compliance and to optimize disposal and recycling practices.

8.8.2. Adaptive Management

- **Wastewater delivery odours:** Coastal GasLink implemented additional waste management mitigation to address reported odours at a Houston waste disposal facility attributed to the Project's wastewater deliveries. This included adjusting the hauling schedule to evenings and using an additive to mitigate the odour.
- **Rig mat disposal:** In discussion with local waste management facilities, a lack of capacity to manage the type and volume of unrecyclable rig mat waste was determined. Coastal GasLink pursued other options including authorizations for the controlled incineration of construction-related wood waste and local donations of rig mat waste.
- **Waste segregation:** Based on feedback from local waste management facilities, Coastal GasLink communicated requirements for waste segregation to Prime Contractors and subcontractors through additional bulletins. One Prime Contractor implemented a waste disposal monitor to ensure construction material was segregated appropriately.
- **Geotextile waste:** With limited local capacity to accept geotextile waste, Coastal GasLink reduced daily deliveries and shredded geotextile waste prior to disposal at the request of the local waste facility.
- **Waste management facility upgrades:** Coastal GasLink supported waste management upgrades for facilities in the Village of Fraser Lake, Village of Burns Lake and District of Houston to increase local waste management capacity.

8.8.3. Mitigation Effectiveness

Coastal GasLink sought to understand capacity constraints at regional landfills and worked with Prime Contractors and local governments to implement and monitor waste management mitigation.

As presented in the Application, there were no long-term or permanent effects on waste management facilities that could not be mitigated.

8.9. COMMUNITY UTILITIES AND SERVICES: RECREATIONAL FACILITIES

In the Application, the following potential adverse effect was identified in relation to recreational facilities:

- increased demand on community recreational facilities

8.9.1. Activities

Coastal GasLink integrated recreational facilities and social engagement opportunities into its workforce accommodations and community interactions to support worker well-being and positive community relations.

- **Recreational facilities included in accommodations:** Workforce accommodations featured exercise equipment, electronics, television, movies, telephone and internet access.
- **Promotion of social and volunteer activities:** The Project actively supported recreation, social and volunteer opportunities for workers, including participation in local sports leagues and community volunteering with animal societies.
- **Support for regional conservation and sports groups:** Coastal GasLink provided funding and support to organizations such as the Spruce City Wildlife Association for salmon conservation, the Skeena Paddle Club for youth kayaking safety and various trail and outdoor recreation groups.
- **Community consultation and facility contributions:** The Project connected with local recreational facilities to understand protocols for workers during the pandemic and contributed to local amenities including dog parks, ski hills, playgrounds and splash parks.
- **Cultural and Indigenous events:** The Community Workforce Accommodation Advisor (CWAA) program facilitated Indigenous cultural events, artisan markets and celebrations such as National Indigenous People’s Day and the National Day for Truth and Reconciliation.
- **Support for community celebrations and sports:** Coastal GasLink sponsored and participated in various community events including rodeos, golf tournaments, hockey events and cultural camps across multiple First Nations and municipalities.
- **Ongoing cultural and recreational programming:** Project extra-curricular activities included craft-making, karaoke, storytelling, mental wellness discussions, Pride events and volunteering at local schools which continued to strengthen workforce cohesion and community ties.

8.9.2. Adaptive Management

Recreational area use concerns in the Tacheeda Lakes area, near Coastal GasLink’s Parsnip Lodge, were addressed through collaboration with the local recreational representative. Coastal GasLink communicated with workers, requesting them to relocate and provided financial support to two local volunteer organizations for the upkeep of the provincially designated trails and recreational areas. In addition, Coastal GasLink voluntarily conducted a boat launch clean-up, road grading and danger tree clearing activities at several sites to support the local recreational areas.

8.9.3. Mitigation Effectiveness

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on recreational facilities were observed.

8.10. COMMUNITY UTILITIES AND SERVICES: EDUCATION SERVICES

In the Application, the following potential adverse effect was identified in relation to education services:

- increased demand for education services.

8.10.1. Activities

Coastal GasLink actively engaged with local communities in Northern B.C. by supporting educational and training initiatives. These efforts included investments in skills training, contributions to schools and libraries and partnerships with Indigenous groups to promote literacy, skilled-trades and cultural education.

- **Early investment in training and education legacy:** Prior to the Project's final investment decision in 2018, over \$3 million was spent on skills training and education legacy initiatives in Northern B.C. Coastal GasLink also communicated workforce and skills needs with local education providers ahead of construction.
- **Support for training equipment and trades programs:** Contributions included funding metal shop supplies through a student project, improving trades equipment like a metal lathe at Fort St. James Secondary School and sponsoring welding camps for youth at Coast Mountain College.
- **Literacy and cultural initiatives:** Coastal GasLink supported summer reading programs at public libraries, sponsored Indigenous student awards days, contributed to language revitalization efforts such as the Wet'suwet'en language dictionary and donated supplies to schools after office closures.
- **Community engagement events:** The Project participated in various programs with local schools, supported back-to-school events providing supplies and participated in outreach with SkilledTradesBC to inspire female students in trades careers.

8.10.2. Adaptive Management

A concern was raised regarding a potential overpopulation situation within the school system in Section 5. This concern was brought forward to the Ministry of Education. After further investigation, it was confirmed that the schools in the area were under capacity. No additional mitigation measures were required.

8.10.3. Mitigation Effectiveness

Mitigation measures were deemed effective and no long-term or permanent direct adverse effects on education services were observed.

8.11. COMMUNITY UTILITIES AND SERVICES: GOVERNMENT SERVICES

In the Application, the following potential adverse effect was identified in relation to government services:

- increased demand on government services.

8.11.1. Activities

- **Local government engagement and support:** Coastal GasLink maintained ongoing communication with regional districts and municipalities to share information on construction schedules, locations and workforce numbers to support local planning. In addition, Coastal GasLink supported local technology upgrades and sponsored and participated in regional government conventions and in Indigenous and municipal events.
- **Government administration:** Coastal GasLink engaged on permit applications, invoicing and payments which were increasing regional service demands.

8.11.2. Adaptive Management

Coastal GasLink engaged with the Regional District of Bulkley-Nechako to understand government service impacts related to the Huckleberry Lodge Temporary Use Permit and on waste management facility invoicing and payments with subcontractors.

8.11.3. Mitigation Effectiveness

As presented in the Application, there were no long-term or permanent effects on government services that could not be mitigated.

8.12. COMMUNITY UTILITIES AND SERVICES: HOUSING AND COMMERCIAL ACCOMMODATIONS

In the Application, the following potential adverse effect was identified in relation to housing and commercial accommodation:

- reduction in available rental housing and commercial accommodation

8.12.1. Activities

Coastal GasLink implemented various measures to manage workforce accommodations throughout the Project, focusing on mitigating impacts on local communities, ensuring

health and safety during COVID-19 and adjusting capacity according to construction phases and local feedback.

- **Community engagement for accommodation planning:** The Project coordinated with local hotel associations and chambers of commerce to prepare accommodation providers for potential increased demand.
- **Use of self-sufficient accommodations and housing studies:** The Project utilized 14 different workforce accommodations (see Table 8-3) to mitigate adverse effects on regional infrastructure and services, including rental housing and commercial accommodation. Workforce accommodations did not occur simultaneously, and temporary use sites associated with Coastal GasLink’s workforce accommodations were dismantled when construction activities in the area were complete.

Table 8-3: Workforce Accommodations

| Workforce Accommodation | Nearest Municipality |
|-------------------------|----------------------|
| 7 Mile Road Lodge | Burns Lake |
| Sukunka Lodge | Chetwynd |
| Mount Merrick Lodge | Chetwynd |
| Sanataa Lodge* | Dawson Creek |
| Sunset Prairie Lodge* | Dawson Creek |
| Parsnip Lodge A + B | Prince George |
| Vanderhoof Lodge | Vanderhoof |
| Little Rock Lake Lodge | Fraser Lake |
| 9A Lodge | Houston |
| Huckleberry Lodge | Houston |
| P2 Lodge | Houston |

- **COVID-19 safety measures and workforce adjustments:** During early 2020, the workforce was reduced and primarily local, with accommodations adjusted to enable social distancing. Adjustments included temporary worker removal from shared lodges and enhanced health protocols managed by ISOS.
- **Local accommodation utilization and collaboration:** The Project secured temporary local commercial accommodations in various communities in consideration of COVID-19 guidance and local economic benefits based on feedback from communities.
- **Workforce accommodation capacity changes and regulatory compliance:** The Industrial Camps Order affected occupancy levels during COVID-19. When restrictions were eased, workforce size increased.

- **Peak occupancy and permit approvals:** Several lodges reached full capacity during summer 2022, with permit approvals obtained to increase capacity further at the Huckleberry and Parsnip Lodges.
- **Accommodation deactivation and reactivation:** Some lodges were temporarily deactivated and later reactivated for seasonal construction needs, with expansions to accommodate additional personnel for summer 2023.

8.12.2. Adaptive Management

Based on SEEMP discussions that took place across the Project, Coastal GasLink adjusted housing mitigation. This included greater utilization of two workforce accommodations and ensuring that block hotel rooms were released if they were not being used. During wildfire emergencies, Coastal GasLink vacated workers that were staying in local commercial accommodations in affected areas.

8.12.3. Mitigation Effectiveness

As presented in the Application, there were no long-term or permanent effects on rental housing or commercial accommodation that could not be mitigated.

8.13. TRANSPORTATION INFRASTRUCTURE AND SERVICES: TRAFFIC

In the Application, the following potential adverse effects were identified in relation to traffic:

- increased traffic volumes from transportation of workers, supplies and equipment leading to decreased road safety
- increase in rail traffic resulting from the shipment of project-related materials
- increased air passengers in local and regional airports

8.13.1. Activities

Coastal GasLink actively managed air and rail transportation, road access and traffic safety measures throughout construction, engaging with Indigenous communities, local governments and stakeholders to address concerns and implement mitigation. Efforts include parking solutions, traffic control plans, road upgrades and safety monitoring systems to minimize impacts on communities and forestry operations.

- **Parking and access improvements:** Coastal GasLink constructed parking lots at Sitka Lodge to address overflow and built alternate access roads like the one to Parsnip Lodge to reduce congestion.
- **Traffic management and communications:** The Project developed Traffic Control Management Plans and regularly issued traffic notifications via multiple media to keep

local residents informed. Monthly meetings with local authorities ensured ongoing collaboration on traffic concerns.

- **Road maintenance and upgrades:** Coastal GasLink maintained and upgraded rural resource and forestry roads, including the Maxan Road and the Crystal Creek bridge upgrades, to ensure safe access and reduce project impact on local users. Road upgrades included ditching, rock and cap, culvert installation, chip seal, bridge redecking, new side rails and re-surfacing. Experienced road maintenance providers were contracted to perform work locally and road use fees were paid.
- **Safety monitoring systems:** The deployment of in-vehicle monitoring systems (IVMS) in project vehicles enhanced driving safety by providing real-time alerts and coaching. IVMS monitored and reported on sudden braking, acceleration, harsh cornering, seatbelt use and speeding behaviours.
- **Local and Indigenous engagement:** Coastal GasLink engaged Indigenous groups and local governments in access road planning and developed mitigation strategies for road safety, including radio systems for school buses and signage improvements. Coastal GasLink also consistently collaborated with road user groups and forestry companies to coordinate traffic management, mitigate cumulative impacts and support safety awareness initiatives such as contributing to the B.C. Forest Safety Council.
- **Addressing road safety concerns:** Coastal GasLink implemented workforce safety education, road monitoring, speed limit reductions, signage upgrades and changes to radio protocols on forest service roads (FSRs) to improve safety and reduce traffic conflicts. A reward system for good driving practices was also implemented.
- **Incident management and response:** Coastal GasLink reported and responded to incidents, including vehicle rollovers and loss of control events, coordinating with local emergency services and implementing safety reminders and infrastructure repairs.
- **Traffic reduction initiatives:** Shuttle services were introduced to transport workforce members from various sites, reducing traffic volume on local highways and forestry roads.
- **Morice Area FSR initiatives:** Workforce FSR safety education and training was provided to employees. Employment of road monitors to measure radio use such as clearing for down traffic, conducting traffic counts and observing infractions related to cargo management, speeding, distracted driving and failure to obey stop signs was implemented. New signage, supplying radios to residents and chip seal and speed bump installation occurred. Through ongoing discussions with forestry users, hauling workarounds during peak project traffic mobilization was achieved including adjusting Coastal GasLink's shuttle bus schedule and work zone alignment. Radio frequencies on side FSRs were changed to reduce chatter on the main FSR and speed limits were reduced.
- **Rail transportation:** Coastal GasLink successfully completed all line pipe deliveries by rail to the Project's stockpile sites while meeting quality and safety requirements with zero associated safety incidents.

- **Air transportation:** Coastal GasLink solicited feedback from regional airports and supported local airport initiatives.

8.13.2. Adaptive Management

- **Access:** Coastal GasLink constructed alternate access to the Parsnip Lodge to alleviate congestion for local community users and other FSR users. Based on feedback received from local residents, the Buck Flats Road was closed to Project traffic. Coastal GasLink posted signs prohibiting project traffic at the entrance of this road and a GPS tag was added to the IVMS in project vehicles for active monitoring.
- **Dust control:** Coastal GasLink made significant efforts to ensure adequate dust control was in place for Lone Prairie roads, Barlow and Sutherland FSRs, 7 Mile Road and the Morice FSRs. Coastal GasLink worked with road tenure holders and the Burns Lake Community Forest to implement additional dust suppression measures. This included calcium applications and applying water to roads during dry conditions.
- **Parking:** Coastal GasLink collaborated with the District of Kitimat to improve workforce parking capacity at Sitka Lodge in Section 8. A temporary use permit was approved to alleviate parking capacity concerns. In addition, a park-and-ride system was implemented by Coastal GasLink.
- **Road quality:** Coastal GasLink collaborated with affected road users and road permit-holders to address any road quality concerns and support additional mitigation on access roads in Sections 1, 4, 6, 7 and 8 of the Project. This included:
 - bonds issued on roads used by the Project
 - continued fee payment for road usage through Road Use Agreements
 - contracted road maintenance by experienced subcontractors
 - used materials such as gravel and matting to minimize impacts
 - providing grader maintenance
 - reducing vehicle speeds on impacted roads
 - Maxan Road and Crystal Creek bridge upgrades
 - upgraded several rural resource roads
- **Road safety:** Coastal GasLink implemented mitigation to enhance safe road use on the Morice River, Morice West and Parrott Trail FSRs in Section 7 and Section 8 East. Through continued engagement with Canfor, the Ministry of Forests and the Regional District of Bulkley-Nechako, Coastal GasLink took steps to further mitigate potential adverse effects in the area. This included:
 - Workforce FSR safety education and training for all Project employees starting work in the area.
 - Employment of road monitors to measure road use such as clearing for down traffic, conducting traffic counts, and observing infractions related to cargo management, speeding, distracted driving and failure to obey stop signs.

- Continued use of IVMS in Project vehicles, which monitor and report on sudden braking, acceleration, harsh cornering, seatbelt use and speeding behaviours.
- Adoption of measures suggested by residents and Indigenous groups along the Morice segments, including new signage, supplying radios to residents and chip seal and speed bump installation.
- Continued road maintenance six to seven days per week including dust control, plowing, sanding and grading in conjunction with Canfor.
- Road upgrades including ditching, rock and cap, culvert installation, chip seal, bridge redecking, new side rails and re-surfacing.
- Weekly meetings with the Ministry of Forests and Canfor to understand and implement FSR use regulations, discuss ongoing safety concern trends, areas of concern and coordinate hauling schedules.
- Quarterly meetings with the Nadina Road User Group (ongoing since 2019).
- Ongoing discussions with forestry users to establish hauling workarounds during peak Project traffic mobilization.
- Relocated employees from Huckleberry Lodge to 9A Lodge to reduce Project use of the Morice West and Morice River FSRs.
- Increased use of the pipeline right-of-way travel lane rather than FSRs to travel between work sites.
- Adjusted shuttle bus schedule and work zone alignment for traffic from Huckleberry Lodge.
- Increased staging of equipment and vehicles on the pipeline right-of-way to decrease overall traffic volume on the road system.
- Removal of up-calling protocol on the Morice West and Morice River FSRs (except at must-call locations) and change-out of all related signage.
- Changed radio frequencies used on side FSRs to reduce chatter on main FSRs.
- Support for the reduction of industrial traffic speed limits from 80 km/h to 60 km/h on Morice River and Morice West FSRs.
- Implementation of a reward system for good driving practices.

Coastal GasLink also conducted discussions with the Ministry of Transportation and Transit and Nadleh Whut'en First Nation to address the highway turn off to Little Rock Lake Lodge. Electronic signage was posted to notify drivers of a decrease in the speed limit within that area.

8.13.3. Mitigation Effectiveness

As presented in the Application, there were no long-term or permanent effects on transportation infrastructure or services that could not be mitigated.

8.14. TRANSPORTATION INFRASTRUCTURE AND SERVICES: NAVIGABILITY OF WATERWAYS

In the Application, the following potential adverse effect was identified in relation to navigation:

- disruption of movement on navigable waterways

8.14.1. Activities

Coastal GasLink consistently ensured safe navigation on navigable waterways during its construction activities. The Project complied with the new Canadian Navigable Waters Act (2019), including obtaining necessary approvals for major works like the Stuart River bridge and by maintaining ongoing communication with Indigenous groups and local communities.

- **Notification and mitigation efforts:** Coastal GasLink installed warning signs upstream and downstream of crossings to alert waterway users of navigation hazards and continued to provide notifications throughout construction.
- **Compliance with Navigable Waters Act:** The Stuart River bridge, classified as a Major Work, received authorization and commenced construction under Transport Canada's conditions and following extensive engagement with Nak'azdli Whut'en First Nation.
- **Ongoing notifications:** Multiple notifications of water crossing works, including minor works and non-schedule waterways, were issued and tracked publicly through Coastal GasLink's website and the Federal Common Project Search.

8.14.2. Adaptive Management

No adaptive management to address observed effects was required during construction.

8.14.3. Mitigation Effectiveness

There were no reports of Coastal GasLink work disrupting movement on a navigable waterway. As presented in the Application, there were no long-term or permanent adverse effects on navigable waterways.

9.0 COMPLIANCE

During SEEMP development and Phase 1 implementation, Coastal GasLink was compliant with EAC Condition #24.

9.1. INSPECTIONS

Coastal GasLink had six administrative and three field-based inspections involving the SEEMP and was found fully compliant in all cases.

- The BC EAO conducted two socio-economic administrative inspections in July 2019 and the second in October 2019. The inspections included several SEEMP requirements for Sections 1, 7 and 8. Both BC EAO inspection report findings found Coastal GasLink compliant with the SEEMP condition.
- The BC EAO conducted two socio-economic administrative inspections. The December 2019 and April 2020 inspections included SEEMP requirements for Sections 4 and 5. The BC EAO inspection report findings found Coastal GasLink compliant with the SEEMP condition.
- The March 2020 socio-economic administrative inspection included several SEEMP requirements for Sections 1 and 2. The BC EAO inspection report findings found Coastal GasLink compliant with the SEEMP condition.
- In 2022, two field-based EAC SEEMP compliance inspections took place related to the Parsnip Lodge in Section 3 and the Little Rock Lake Lodge in Section 5. Coastal GasLink was found compliant.
- In 2023, Coastal GasLink was found compliant by the BC EAO in two SEEMP inspections: one field-based and the other administrative. The field-based inspection included the Sukunka Lodge recreational facilities, while the administrative inspection was focused on the SEEMP reporting schedule.

9.2. OBJECTIVE FULFILMENT

As presented in Section 5.0, SEEMP objectives were met during Phase 1 SEEMP development and implementation (see Table 9-1).

Table 9-1: SEEMP Objective Fulfilment

| Objective | Status | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Satisfy Condition #24 of the EAC Table of Conditions. | Complete | Coastal GasLink had six administrative and three field-based inspections involving the SEEMP and was found fully compliant in all cases. See Section 9.1. |
| Ensure that Coastal GasLink continues to provide relevant Project information to affected parties to facilitate planning needs. | Complete | During SEEMP development and Phase 1 implementation, Coastal GasLink had over 4,500 interactions with SEEMP contacts. Interactions included letters, phone calls, meetings and emails. See Section 6.0. |
| Ensure that Coastal GasLink continues to engage potentially affected parties during monitoring activities, as outlined in SEEMP, Appendix D (Effectiveness Monitoring Table). | Complete | Coastal GasLink invited 57 SEEMP contacts to engage semi-annually from December 2018 to November 2024 to monitor mitigation effectiveness. In addition to SEEMP contacts, communication occurred with various potentially affected organizations to ensure local organizations receive Project information and updates including chambers of commerce, fire/emergency management departments, RCMP detachments, victim services agencies and WorkBC. |
| Record SEEMP engagement activities and comments and make them available on request. | Complete | Coastal GasLink maintained a SEEMP engagement log which was submitted to the EAO and the Ministry of Housing and Municipal Affairs for SEEMP development and semi-annually alongside SEEMP reports during construction. In addition, engagement log information was provided to SEEMP contacts upon request. |
| Address identified issues in a timely manner in accordance with the issue management process (SEEMP, Section 3.4). | Complete | Coastal GasLink implemented the issues management process as presented in SEEMP, Section 3.4 including recording, resolving and communicating. |
| Use an adaptive management approach if monitoring indicates that the mitigation is not achieving the predicted outcome. | Complete | Coastal GasLink used the adaptive management process presented in SEEMP, Section 6.3 in situations where monitoring results indicate that outcomes were not as predicted. See adaptive management sections for each SEEMP effect. |

10.0 PHASE 1 SEEMP CONDITION PHASE 1 EXPERIENCE

10.1. APPROACH

The SEEMP provided a flexible framework in which engagement, monitoring and reporting would be implemented during construction. Drawing on that framework, the engagement approach for the Phase 1 SEEMP final report was continued from the end of 2024 and throughout 2025. The 57 SEEMP contact organizations were invited to provide feedback on their experiences with the SEEMP development and implementation processes spanning from 2014-2024. Thirty-eight SEEMP contacts provided feedback on the plan, engagement, adaptive management, reporting and effectiveness. Feedback collected also included Coastal GasLink's experience with the SEEMP.

Over the past year, feedback was tracked in an engagement log which then informed the Phase 1 SEEMP Final Report for Coastal GasLink. This approach provided an opportunity for interactive dialogue with SEEMP contacts to thoughtfully reflect on the experience and identify considerations that may inform SEEMP activities in the future.

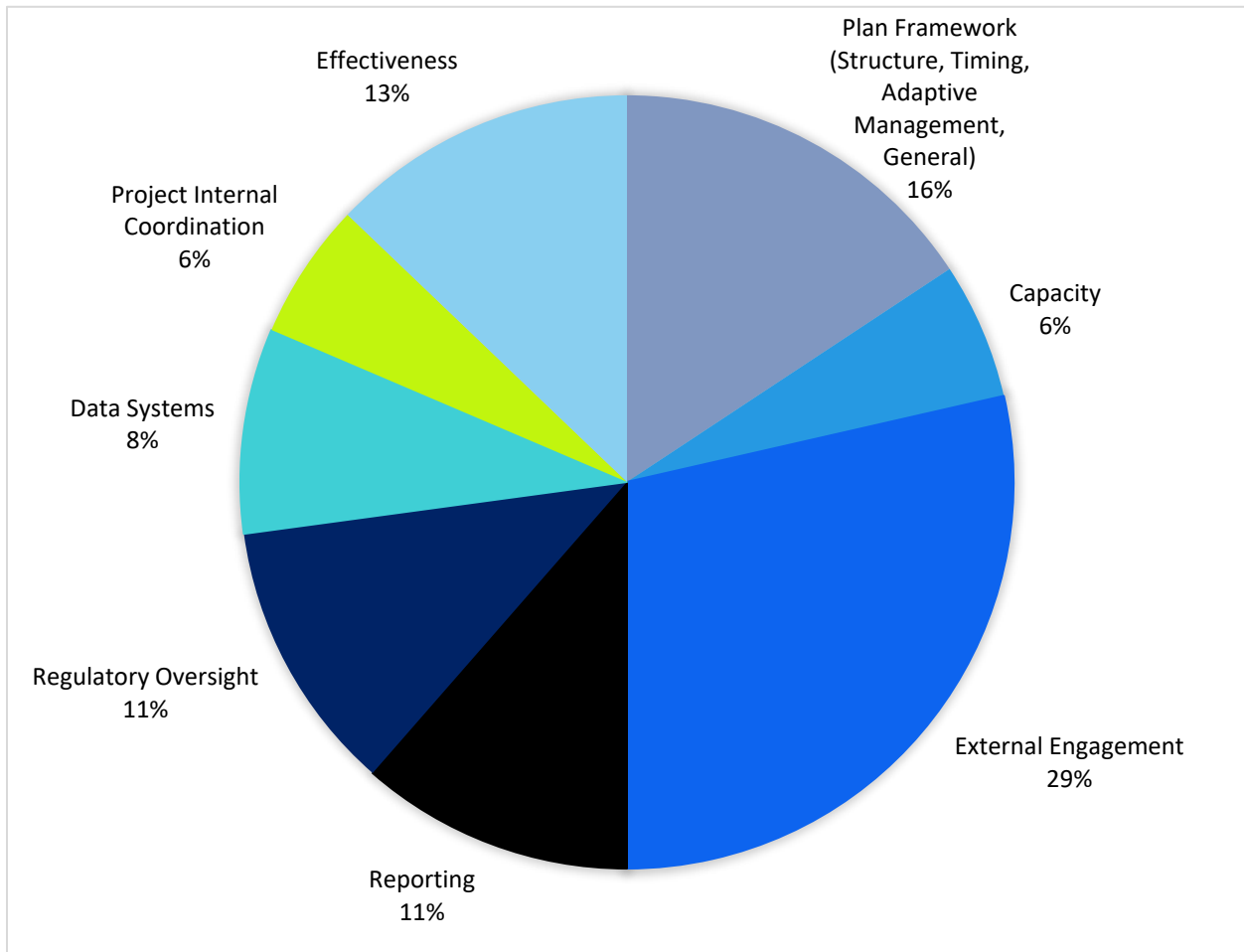
10.2. ENGAGEMENT FEEDBACK

Coastal GasLink received feedback from 38 SEEMP contact organizations. That feedback, along with Coastal GasLink's feedback, was organized into eight main themes:

- Plan Framework (Structure, Timing, Adaptive Management, General)
- Capacity
- External Engagement
- Reporting
- Regulatory Oversight
- Data Systems
- Project Internal Collaboration
- Effectiveness

Appendix B summarizes the engagement feedback for Phase 1 SEEMP development and implementation by theme.

Figure 10-1: Feedback Themes



From the feedback, 43% was characterized as positive, 40% as neutral and 17% as challenges. The plan framework, external engagement, reporting and effectiveness were seen as mainly positive. Challenges were identified in capacity, regulatory oversight and effectiveness areas.

In addition to the feedback on the development and implementation of the SEEMP, a few observed effects were mentioned. Employment and economic benefits were commonly cited as important to Indigenous groups and local governments. Some Indigenous groups questioned whether their community benefitted as they had expected. Other Indigenous groups indicated that they had benefitted overall and characterized the Project as building wealth for their Nation. Legacy initiatives were also mentioned as a way to benefit local community infrastructure and services and to support capacity development for generations.

10.3. KEY TAKEAWAYS AND FUTURE CONSIDERATIONS

The SEEMP process presented opportunities for the Project and SEEMP contacts to share information, identify concerns and adapt approaches. Many of the SEEMP contacts engaged during the development of this report indicated that Coastal GasLink’s SEEMP set a new standard for future projects.

Based on the feedback received during the Phase 1 SEEMP final report engagement, key takeaways and future considerations were identified and are presented in Table 10-1. The key takeaways identified what worked well for Coastal GasLink’s SEEMP process, while the future considerations identified opportunities for improvement for the BC EAO, Ministry of Housing and Municipal Affairs (MHMA) and Projects to consider in future SEEMP development and implementation activities.

Table 10-1: SEEMP Key Takeaways and Future Considerations

| Theme | Key Takeaways | Future Considerations |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Plan Framework | <ul style="list-style-type: none"> • Written from a technical regulatory framework perspective and driven by observation. • The level of collaboration and flexibility that the SEEMP process allowed is important. • Clear boundaries between SEEMP scope and broader socio-economic areas. • Defined and consistent engagement and reporting cadence. • SEEMP is a ‘mitigation’ in itself to address effects not predicted in the EA and to adapt mitigation not working as intended. | <ul style="list-style-type: none"> • Address errors and ambiguities to reduce risk. |
| Capacity | <ul style="list-style-type: none"> • Recognition that each community has different capacities to participate. | <ul style="list-style-type: none"> • Further consideration of local capacity to participate in regulatory condition development and implementation. |
| External Engagement | <ul style="list-style-type: none"> • Focus on quality relationships with communities. • Early introduction and accessibility to project representatives, with timely and accurate responses, was important. • Formal, structured engagement twice per year struck a good | <ul style="list-style-type: none"> • Avoid duplicating meetings (Project, MHMA, Energy and Climate Solutions). • Clarify who should be involved at micro-level engagement within communities. • More access to specific plans, schedules and projections ahead of time. |

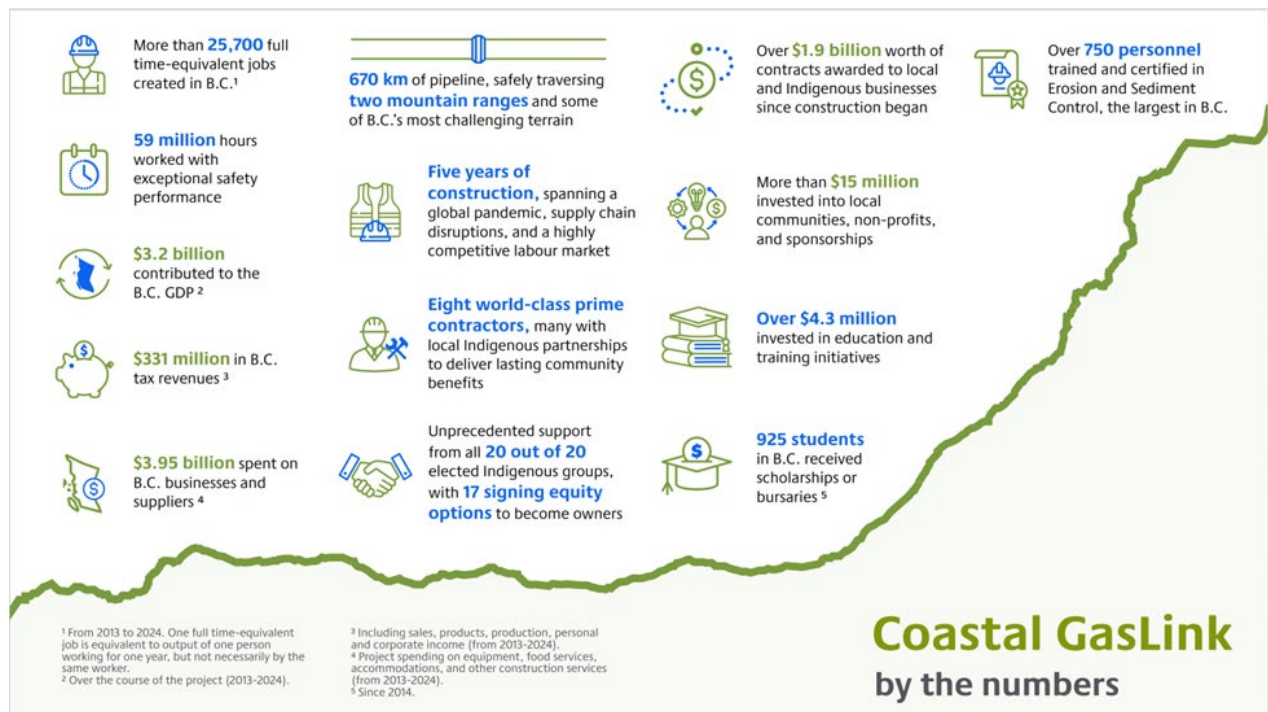
| Theme | Key Takeaways | Future Considerations |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>balance and promoted confidence in the Project.</p> <ul style="list-style-type: none"> • Single point of contact valued. • Integrated approach is efficient. • Monthly meetings between Coastal GasLink and MHMA were effective. • Government internal Social and Economic Management Committee monthly meetings were effective. • Contacts agreed that they had an opportunity to provide input into the development and monitoring of the SEEMP and their input was understood and followed up on. | |
| <p>Reporting</p> | <ul style="list-style-type: none"> • Formal, structured reporting twice per year struck a good balance and promoted confidence in the Project. • Flexible and responsive to community needs if further information was required or to ease reporting capacity constraints. • Reports informed Environmental, Social and Governance (ESG) reporting. • Reports were digestible. • Reporting helped contacts understand project benefits and economic impacts, which are important for communities relying on industry. • Reports helped to build trust and transparency. | <ul style="list-style-type: none"> • Consider regional approach. • Consider adding more visuals. • Consider SEEMP contacts capacity to read the reports. |
| <p>Regulatory Oversight</p> | <ul style="list-style-type: none"> • Need for increased understanding of EA process with SEEMP contacts. • SEEMP process allowed for opportunities to improve the long-term legacy of project benefits. | <ul style="list-style-type: none"> • Define roles and responsibilities more clearly. • Manage SEEMP expectations. • Consider training on EA and SEEMP processes. • Expand government monitoring role. |

| Theme | Key Takeaways | Future Considerations |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • High regulatory standards have created positive change in projects. | <ul style="list-style-type: none"> • Desire for consistent standards across projects. |
| Data Systems | <ul style="list-style-type: none"> • Consistent, meaningful results from templates and systems is important. • Engagement log is useful. • Accurate projections and data are crucial for local planning. | <ul style="list-style-type: none"> • Improve employment/spend data collection. |
| Project Internal Coordination | <ul style="list-style-type: none"> • Collaborative internal approach to regulatory commitments. • Integration with project engagement planning important. | <ul style="list-style-type: none"> • Improve communication of responsibilities to contractors. • Improve accountability mechanisms for contractors. • Increase internal understanding of the SEEMP. |
| Effectiveness | <ul style="list-style-type: none"> • EAC process effective for local governments. • Fostered transparency. • Contributed to project sustainability. • Difficult to attribute effects with multiple projects. • SEEMP helped demystify potential effects and benefits. | <ul style="list-style-type: none"> • More real-time monitoring. • Improve communication between Project owner, contractors and communities. |

11.0 IN CLOSING

Providing the first direct path for Canadian natural gas to global LNG markets, Coastal GasLink is committed to delivering world-class energy infrastructure that benefits Indigenous and local communities and Canadians. Figure 11-1 highlights the estimated benefits achieved between 2013–2024:

Figure 11-1: Coastal GasLink by the Numbers



Overall, the SEEMP was considered positive and set the standard for projects over the past decade. Transparent and regular engagement was important whether it was through the SEEMP framework or other project activities. The SEEMP process allowed for opportunities to collaborate, build positive relationships, increase understanding, minimize adverse effects and improve the long-term legacy of the Project. High regulatory standards have created positive change in socio-economic effects management that has increased external confidence in approved projects going into construction. Most SEEMP contacts would recommend the SEEMP framework going forward.

APPENDIX A: SEEMP MITIGATION STATUS TABLE

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
|--------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| VALUED COMPONENT: ECONOMY | | | |
| <i>Key Indicator: Contracts and Procurement Expenditures</i> | | | |
| <i>Limited participation in contract opportunities</i> | <i>EA Table 12-8</i> | <ul style="list-style-type: none"> Implement a procurement strategy that provides opportunities for qualified Aboriginal and local contractors. | Complete |
| | <i>EA Table 12-8</i> | <ul style="list-style-type: none"> Continue discussions with economic development representatives from Aboriginal and local communities to communicate Project requirements, potential contract opportunities and related qualifications (i.e., insurance, safety, required personnel, skills, certifications, experience, equipment, materials, etc.). | Complete |
| | <i>EA Table 12-8</i> | <ul style="list-style-type: none"> Continue discussions with economic development representatives from Aboriginal and local communities to identify qualified Aboriginal and local businesses interested in providing relevant goods and services. | Complete |
| <i>Key Indicator: Community Economic Resilience</i> | | | |
| <i>Alteration of existing community economic patterns</i> | <i>EA Table 12-8</i> | <ul style="list-style-type: none"> Communicate the Project schedule and identify the short-term nature of Project construction activities to local economic development organizations to manage expectations. | Complete |
| | <i>EA Table 12-8</i> | <ul style="list-style-type: none"> Adhere to the Traffic Control Management Plan to reduce construction related traffic and corresponding potential adverse effects on local business operations. | Complete |
| VALUED COMPONENT: EMPLOYMENT AND LABOUR FORCE | | | |
| <i>Key Indicator: Employment</i> | | | |
| <i>Skilled labour shortage</i> | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Implement the Coastal GasLink training program to enable unemployed or underemployed individuals to develop Project specific employment skills and seek Project employment. | Complete |
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Provide the Project schedule to economic development organizations and post-secondary institutions to inform them of peak workforce demands. | Complete |

¹Coastal GasLink is responsible for implementing mitigation presented in the SEEMP.

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
|------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Ensure alternative sources of skilled workers are in place to avoid disruption of the local employment market. | Complete |
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Communicate with economic development organizations to confirm existing employment conditions in communities and the broader region before executing the employment strategy. | Complete |
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Monitor the success of the Coastal GasLink training program. | Complete |
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Follow up with economic development organizations and community representatives to confirm employment conditions in communities and the broader region. | Complete |
| Key Indicator: Training Opportunities | | | |
| <i>Lack of time to train local workers for skilled positions</i> | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Confirm Project workforce needs well in advance of Project construction with economic development organizations, employment centres and educational institutions. | Complete |
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Provide opportunities for qualified workers currently apprenticing to obtain trades certification during Project construction. | Complete |
| | <i>EA Table 12-9, 12-11 and 12-13</i> | <ul style="list-style-type: none"> Develop and implement a training program focused on developing Project specific skills. Short term workforce readiness training directly related to the proposed Project will focus on: <ul style="list-style-type: none"> assessing and identifying gaps determining proper skills development developing processes to help local residents obtain construction related employment | Complete |
| VALUED COMPONENT: COMMUNITY UTILITIES AND SERVICES | | | |
| Key Indicator: Emergency Services | | | |
| <i>Increased demand on local emergency services</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to all WorkSafeBC safety standards on work sites during construction and operations. Contact with service provider will be established before construction and documented through the contractor's Emergency Measures Plan. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to Coastal GasLink Emergency Response Plan (ERP) for proposed Project related emergencies. | Complete |

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
|---------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with local emergency service providers, fire departments and RCMP detachments throughout the proposed Project construction and operations phases to provide proposed Project construction schedules and maps and to identify issues such as staffing requirements, access needs and emergency evacuation routes. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Provide key proposed Project personnel contact information, construction schedules, and proposed Project maps with access routes to RCMP detachments, fire departments and ambulance service providers. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> During worker and Contractor orientation sessions, reinforce the importance of respectful conduct when in communities. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to TC Energy's (formerly TransCanada) Health, Safety and Environment Commitment in Appendix E of the Social Technical Report (Appendix 2 M of the Application). | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure Prime Contractors submit and adhere to safety plans that address emergency procedures. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure that the proposed Project will be staffed with sufficient numbers of emergency medical personnel with appropriate certifications, supplies and conveyance requirements based on numbers of workers, hazard risk at the work sites and proximity to medical facilities. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Supervisory personnel will be on site at all times during drilling, reaming and pullback operations to ensure that emergency response measures will be implemented immediately and effectively. Coastal GasLink will also assign inspection personnel to the site during all phases of watercourse drilling. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Implement mitigation outlined in Section 21 of the Application, Accidents or Malfunctions. | Complete |

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
|-------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to the Chemical and Waste Management Plan, Spill Contingency Plan, Fire Suppression Contingency Plan, Adverse Weather Contingency Plan and Traffic Control Management Plan in the EMP (Appendix 2 A of the Application). | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with local emergency services, including police, fire and ambulance services, three months before construction, regarding known reasonably foreseeable future development and activities (Appendix 3-A, EA), to understand and address potential overlaps and potential issues with increased demand on existing local emergency services, including police, fire and ambulance services. | Complete |
| <i>Key Indicator: Health Care Services</i> | | | |
| <i>Increased demand on health care services</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Continue to communicate with local and regional health care providers before proposed Project construction activities to identify potential service gaps and issues. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Discuss with health care providers the use of health care facilities during pre-construction to determine the capacity and capabilities of health care facilities and also determine any concerns or expectations on the part of facility managers. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to Coastal GasLink emergency response procedures outlined in the ERP. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to TC Energy's (formerly TransCanada) Health, Safety and Environment Commitment in Appendix E of the Social Technical Report (Appendix 2 M of the Application). | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Follow all WorkSafeBC safety standards on work sites during construction. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure Prime Contractors submit and adhere to safety plans that address emergency procedures. | Complete |

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
|---------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure that the proposed Project will be staffed with sufficient numbers of emergency medical personnel with appropriate certifications, supplies and conveyance requirements based on numbers of workers, hazard risk at the work sites and proximity to medical facilities. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Supervisory personnel will be on site at all times during drilling, reaming and pullback operations to ensure that emergency response measures will be implemented immediately and effectively. Coastal GasLink will also assign inspection personnel to the site during all phases of drilling of the watercourse. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Implement mitigation outlined in the Application, Section 21. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to the Waste Management Plan, Spill Contingency Plan, Fire Suppression Contingency Plan, Adverse Weather Contingency Plan and Traffic Control Management Plan in the EMP (Appendix 2 A of the Application). | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure senior medical providers are available in the field to provide medical care if a worker needs treatment. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure first-aid personnel are available in the construction camps for emergencies, and available at the appropriate times to accommodate workers who require medical treatment. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Outfit the first-aid room with proper equipment and running water as outlined in the WorkSafeBC regulations. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure medical staff requirements are based on WorkSafeBC ratios of work activity, number of workers and distance (i.e., time) from nearest medical centre. | Complete |

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
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| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with local and regional health care providers three months before construction, regarding known reasonably foreseeable future development and activities (Appendix 3-A), to understand and address potential overlaps and potential issues with increased demand on health care services. | Complete |
| <i>Key Indicator: Social Services</i> | | | |
| <i>Increased demand on community social services</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Continue to communicate with local and regional social service providers to confirm current community social service issues. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Provide key personnel for the proposed Project with contact information and construction schedules for local and regional social service providers. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to TC Energy's (formerly TransCanada) Health, Safety and Environment Commitment in Appendix E of the Social Technical Report (Appendix 2 M of the Application). | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> House the proposed temporary workforce in construction camps and develop appropriate construction camp policies. Provide the following amenities: <ul style="list-style-type: none"> recreational facilities and activities such as exercise equipment (e.g., weights) and electronics (e.g., television and movies) telephone and internet access | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with local community social services three months before construction, regarding known reasonably foreseeable future development and activities (Appendix 3-A), to understand and address potential overlaps and potential issues with increased demand on community social services. | Complete |
| <i>Key Indicator: Waste Management Facilities</i> | | | |
| <i>Increase in waste flow to regional landfill and transfer station sites, and</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Coastal GasLink will confirm the capacity of local and regional facilities to accept waste and recycling before construction of the proposed Project. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Adhere to Coastal GasLink's Chemical and Waste Management Plan in the EMP (Appendix 2 A of the Application). | Complete |

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
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| wastewater treatment facilities | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> All waste materials will be disposed of according to federal and provincial legislation, and municipal and regional regulations, as required. | Complete |
| | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> All staff of the proposed Project with waste management and hazardous materials responsibilities will be educated according to regulatory requirements specific to the proposed Project. All personnel shall understand their responsibilities for proper handling, identification, documentation and storage of wastes and hazardous materials. | Complete |
| | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> An appropriate number of portable toilets shall be made available to ensure each crew has ready access to washroom facilities. The facilities will be serviced and cleaned regularly, and adequately secured. All site personnel are to use portable toilets. | Complete |
| | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> Each construction site will be equipped with adequate garbage receptacles for solid non-hazardous wastes and debris. These materials will be collected, as required, and disposed of at approved locations. Food wastes will be stored in animal proof (bear-proof) containers and transported to an appropriate landfill site. | Complete |
| | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> Receptacles for recycling various products (e.g., paper and aluminum) will be available at proposed Project construction yards and camps and will be hauled to appropriate recycling depots. | Complete |
| | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> Communicate with local and regional landfill, transfer station and wastewater treatment operators to identify service gaps and resulting issues. | Complete |
| | EA Table 15-18, 15-20, 15-22 and 15-24 | <ul style="list-style-type: none"> Communicate with local and regional waste facilities three months before construction, regarding known reasonably foreseeable future development and activities (Appendix 3-A, EA), to understand and address potential overlaps and potential issues with increase in waste flow to regional landfill and transfer station sites and wastewater treatment facilities. | Complete |

| POTENTIAL ADVERSE EFFECTS | REGULATORY REFERENCE | MITIGATION ¹ | STATUS |
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| <i>Key Indicator: Recreational Facilities</i> | | | |
| <i>Increased demand on community recreational facilities</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Continue to communicate with municipal recreation facility operators to confirm the proposed Project construction and workforce schedules to ensure municipal recreational service providers have sufficient notice regarding possible increased use. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Ensure workers will have access to recreational facilities in the construction camps where they reside during the construction phase. These facilities will include exercise equipment within the camp and access to electronics will be available (e.g., television, movies). | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with municipal recreational facility operators to identify service gaps and resulting issues. | Complete |
| <i>Key Indicator: Education Services</i> | | | |
| <i>Increased demand for education services</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with educational and training service providers well in advance of proposed Project construction regarding schedules, workforce, skills requirements and expected demands. | Complete |
| <i>Key Indicator: Government Services</i> | | | |
| <i>Increased demand on government services</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with government agencies well in advance of proposed Project construction regarding schedules, workforce and expected demands. Government agencies and services used will be specified when proposed Project details are finalized. | Complete |
| <i>Key Indicator: Housing and Commercial Accommodation</i> | | | |
| <i>Reduction in available rental housing and commercial accommodation</i> | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with hotel associations, commercial accommodation providers (i.e., campgrounds, hotels and motels, RV parks) and Chambers of Commerce when proposed Project construction schedules are known to ensure accommodation providers are able to plan for increased activity. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with community representatives to assess the current housing availability and options for hosting worker's families. | Complete |
| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> If accommodations are reserved for personnel of the proposed Project, and are determined not to be needed, request that the Contractor release the rooms. | Complete |

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| | <i>EA Table 15-18, 15-20, 15-22 and 15-24</i> | <ul style="list-style-type: none"> Communicate with hotel associations, commercial accommodation providers (i.e., campgrounds, hotels and motels, RV parks) and Chambers of Commerce three months before construction, regarding known reasonably foreseeable future development and activities (Appendix 3-A), to understand and address potential overlaps and potential issues with a reduction in available rental housing and commercial accommodation. | Complete |
| VALUED COMPONENT: TRANSPORTATION INFRASTRUCTURE AND SERVICES | | | |
| <i>Key Indicator: Traffic</i> | | | |
| <i>Increased traffic volumes from transportation of workers, supplies and equipment leading to decreased road safety</i> | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Implement the Traffic Control Management Plan in the EMP (Appendix 2A of the Application) and the Access Control Management Plan. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Before construction activities, use community media outlets such as newspapers and radio stations, and email updates to announce the location and schedule of construction activities. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Confirm the proposed Project construction schedule and road crossing procedures with BC Ministry of Transportation and Infrastructure staff before construction activities. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Communicate with RCMP detachments to define traffic safety concerns and mitigation before proposed Project construction. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Coastal GasLink will transport pipe materials to the proposed Project area by rail, where off-loading (rail sidings) are available and where practical. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Access points to the ROW will be flagged and signed to discourage public use. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Construction personnel will be transported between construction yards, construction camps and the construction site by multi-passenger vehicles, to the extent practical, to reduce vehicle traffic. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Motorized vehicle traffic, including all-terrain vehicle (ATV), ARGO and snowmobile traffic, will be confined to the approved route, access roads or trails except where specifically authorized by the appropriate regulatory authority. | Complete |

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| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Vehicles will be limited to travel on the access roads for which they are designed. Most vehicles are able to turn around within the width of the construction ROW. Stringing trucks require extra turning radius. Consequently, approaches to the pipeline ROW or existing public roads will be wider when used for stringing trucks. Where turnarounds are needed on the ROW, extra space will be necessary on the travel side of the ROW. Previously disturbed areas will be used for this purpose, where practical. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Efforts to control off-road vehicle use will be coordinated with the appropriate authorities and conducted until the ROW has been satisfactorily reclaimed. All proposed Project-related vehicles will follow applicable traffic, road-use and safety laws. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Communication with communities where known traffic issues exist once the proposed Project schedule is confirmed. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Communication with forest licensees to address cumulative road use issues. | Complete |
| <i>Increase in rail traffic resulting from the shipment of Project-related materials</i> | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Communicate with CN Rail to confirm rail capacity, siding availability, schedules, and potential issues related to shipping pipe materials by rail. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Work with community representatives to identify suitable stockpile sites for pipe material, where practical. Specific selection would consider proposed Project requirements, access roads and general site conditions. | Complete |
| <i>Increased air passengers in local and regional airports</i> | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Communicate with local and regional airport authorities of proposed Project construction activities to inform them of proposed Project schedules. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Before construction activities, use community media outlets such as newspapers and radio stations to announce the location and schedule of construction activities to avoid impacts on access to air travel by residents. | Complete |
| Key Indicator: Navigability of Waterways | | | |
| <i>Disruption of movement on navigable waterways</i> | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Adhere to watercourse crossing mitigation outlined in Section 7 of the Application. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Obtain necessary approvals under Navigable Waters Protection Act, as required. | Complete |

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| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Make the Project construction schedule and location maps available to recreational user groups and other members of the public to avoid conflict with planned activities. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> If directed by the appropriate regulatory authority, install warning signs along the banks both upstream and downstream of the crossing to caution users of a navigational hazard, where appropriate. | Complete |
| | <i>EA Table 15-25, 15-27 and 15-31</i> | <ul style="list-style-type: none"> Discuss with Transport Canada to ensure that appropriate procedures were used for navigable waterway crossings. | Complete |

APPENDIX B: PHASE 1 SEEMP FINAL REPORT FEEDBACK SUMMARY

| Plan Framework (Structure, Timing, Adaptive Management, General) | | |
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| Positive | Neutral | Challenges |
| Written from a technical regulatory framework perspective (driven by observation). | Define construction in the SEEMP (scope/timeframe). | |
| Approach is pro-active and flexible. | Errors or ambiguities in the approved SEEMP may create risk during Project execution. | |
| The SEEMP represents a workable, reasonable set of agreements between the Project and regulators on the Project's standard of conduct. | During SEEMP development, clarification on the boundaries between its responsibilities under the plan (managing potential Project effects on community infrastructure and services as defined in the EA) and other items, such as generalized socio-economic trends in the Project area was important. | |
| SEEMP became a 'mitigation' in itself to address effects not predicted in the EA and to adapt mitigation not working as intended. | Consideration of privacy laws and commercial confidentiality requirements. | |
| SEEMP flexibility and responsiveness was important. If communities want additional community-specific information, it could be provided in the form of special targeted reports or snapshots. | SEEMP is important to moderate the highs and lows experienced by communities with "resource-based" economies. | |
| SEEMP timeline and cadence for engagement and reporting twice per year struck a balance. Coastal GasLink met the timeline consistently. | | |

| Capacity | | |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Positive | Neutral | Challenges |
| | Every community has different capacities. | Lack of capacity to fully participate. |
| | | Power imbalance between First Nations, Project and the provincial government which resulted in lack of capacity to influence the Condition. |
| | | Difficult for those that may not have an Impact Assessment (IA) background to engage in providing meaningful SEEMP feedback. |
| External Engagement | | |
| Positive | Neutral | Challenges |
| Focused on the quality of relationships with communities. | Understanding First Nations culture and values was important to progress. | Duplication of meetings in communities (Coastal GasLink, MHMA and Energy and Climate Solutions). |
| Regular meetings with Coastal GasLink and MHMA was helpful. | Engagement during development helped inform MHMA regarding the needs and concerns of stakeholders and First Nations. | It would help to clarify who should be involved in engagement discussions at the micro-level. |
| Twice a year engagement was good. | Local governments and Indigenous communities have generally preferred a one-on-one format. | Indigenous and local government feedback provided to MHMA was not always the same as the feedback provided directly to Coastal GasLink. |
| Project engagement was robust and set the bar. This included SEEMP and other Project engagement activities. | Provincial agencies have generally chosen to attend a joint meeting along with other agencies. | |
| Integrated approach was helpful. | Like having community-specific information during biannual SEEMP meetings. | |
| Single point of contact for all engagement was helpful. | Valuable to meet with front line workers (re: social services). | |
| Good access and availability of project representatives. | | |

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| Government internal Social and Economic Management Committee monthly meetings were useful. | | |
| Accurate projections, schedules and data were very important to help local governments and public service providers plan for impacts/mitigation. | | |
| Information shared supported decision making and planning. | | |
| Having a consistent and reliable SEEMP contact throughout SEEMP development and implementation was helpful and appreciated. | | |
| Reporting | | |
| Positive | Neutral | Challenges |
| SEEMP flexibility and responsiveness to community-specific reporting was important. Community-specific information was provided in special reports or snapshots to those requesting it. | Do not require any further information in the reporting as it was large enough and searchable. Site-specific information could be requested. | |
| SEEMP reports informed other reporting such as ESG reporting. | Consider a regional approach to reporting. | |
| Twice a year reporting was sufficient. | More visuals in reporting. | |
| Reports were easily digestible. | Continue to include narratives along with charts and tables. | |
| Regulatory Oversight | | |
| Positive | Neutral | Challenges |
| | Increase provincial agencies' understanding of EA process, compliance and enforcement. | Question raised on whether the SEEMP achieved its purpose. Concern that it takes a lot of time and resources with the potential for it to expand further for future Projects. |

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| | Future consideration for a more defined framework outlining roles and responsibilities. | Challenge managing expectations and ‘scope creep’ throughout SEEMP timespan. |
| | Encourage expectations consistency across industrial projects (common standard). | |
| | Would like training on the EA process and the SEEMP from government. | |
| | Clarity of roles and responsibilities within SEEMP contact organizations and between EAO, MHMA and other government agencies. | |
| | Increase the role of government to monitor and report on effects rather than the Project doing that function. This will need capacity and funding. Province as a public service provider has a role in moderating effects for communities. | |
| Data Systems | | |
| Positive | Neutral | Challenges |
| Project templates and data collection systems produced consistent and meaningful results. | Use metrics as a potential supplement to understand mitigation effectiveness where effects are observed. | Employment and spend data collection was challenging. |
| Internal systems that systematically tracked information worked well. This included the Education and Training tracker, Health and Safety reporting, engagement trackers and lodge occupancies. | Allow generous lead time to collect data. | |
| Engagement log was useful for tracking topics and to substantiate report content. | | |

| Project Internal Coordinator | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Positive | Neutral | Challenges |
| <p>Took a collaborative approach in assigning responsibility for regulatory commitments to ensure understanding and inclusion in work plans.</p> | <p>Communicate commitment responsibilities to primes and contractors directly.</p> | |
| <p>Collaborated and integrated with other Project engagement planning at start of SEEMP implementation.</p> | <p>Increase internal understanding of the SEEMP framework.</p> | |
| Effectiveness | | |
| Positive | Neutral | Challenges |
| <p>EAC process was effective for what local governments wanted to see / be involved in.</p> | <p>Clear mechanisms for contractor accountability.</p> | <p>More real-time monitoring (proactive vs. reactive).</p> |
| <p>Helped demystify the Project and construction especially from what was expected to what actually occurred.</p> | <p>Would like more specific information on various plans earlier in the process to support community planning (i.e., Education and Training Plans).</p> | <p>Some communities commented that it was difficult to attribute effects to Coastal GasLink, if there were multiple projects in the area.</p> |
| <p>Fostered transparency.</p> | | <p>Communication between Coastal GasLink, Prime Contractor and community contact could be challenging.</p> |
| <p>SEEMP contributes to sustainability of projects because it provides a plan to manage concerns and demonstrates the results.</p> | | |