



Hebert Consulting Group Inc.

***Craig Hebert, P.Eng.***

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## **Professional Profile**

Craig is a seasoned manager, leader and retired Professional Engineer with over 37 years of both public and private sector management experience. He has held senior technical and progressively responsible management positions with a focus on strategic leadership of people, teams, projects and programs.

## **Professional Experience**

**Hebert Consulting Group Inc.**, Cobourg, ON

**President** – September 2018 - present

- Formed Hebert Consulting Group Inc. (HCG) to fulfill a long-standing desire to provide strategic, technical and management services and advice directly to organizations and project teams
- Focus is on unique and challenging issues, projects and problems that involve multiple facets including technical, people, stakeholder, regulatory and strategic considerations
- Providing technical and strategic advice and support to construction industry clients on major contract administration and management, project management, client relationship management, recruitment, subcontractor management and technical reviews.
- Project Management and senior technical advice for the environmental and radiological remediation of the Port Hope Harbour including scope, schedule, budget and risk management, stabilization of harbour walls, development of a dredging program, implemented an integrated work control program, environmental permitting, health & safety oversight, radiation protection oversight, incident management and response, staff and subcontractor management, client reporting and liaison.
- Assistant Project Director on the remediation of the Highland Drive Landfill in Port Hope, ON including scope, schedule, budget and risk management, excavation and removal of municipal solid waste and low-level radioactive waste materials, health & safety oversight, radiation protection oversight, environmental oversight, incident management and response, staff and subcontractor management, client reporting and liaison.

**Canadian Nuclear Laboratories**, Port Hope, ON

**General Manager** – March 2013 – January 2018

**Director, Strategic Services** – January 2018 – August 2018

- As General Manager of the Historic Waste Program Management Office within CNL's (formerly AECL's) Decommissioning & Waste Management Division, responsible for

leadership and management of the Port Hope Area Initiative, Canada's largest environmental remediation project

- Strategic planning, direction and oversight in implementing project management best practices, risk mitigation and management, safety and regulatory compliance, procurement and project delivery
- Appoint, lead, guide and direct a complement of ~120 professional, technical and administrative staff, including 8-10 direct reports
- Effectively led the organization through significant governance transitions and corporate restructuring, including organizational re-design and the application of change management and staff engagement practices
- Oversight of procurement and management processes of major contracts with values up to \$100M, including Conflict of Interest provisions.
- Ongoing monitoring and regular reporting against corporate business plans and performance metrics
- Oversight and direction of communications and stakeholder relations issues, including media interaction, presentations to municipal councils and community groups
- Conduct and direct multi-party negotiations, dispute resolution mechanisms, compliance with legal agreement requirements and regulatory approvals
- Project representation and reporting to local, provincial and federal governmental and regulatory agencies

**Golder Associates**, Mississauga, ON

**Senior Project Manager** – March 2012 – March 2013

- Manager of the Project Controls Group within the Mine Waste and Environment Division providing day to day oversight of Project Coordinators that providing project management support to a variety of projects and project managers
- Primary liaison between the Environmental Assessment Team and the Engineering Teams on a large scale mine development project involving federal and provincial Environmental Assessments
- Client contact and management, business development, client liaison
- Technical and administrative guidance and management of staff

**AECOM**, Barrie, ON

**Branch Manager** - November 2009 – March 2012

- Technical and administrative management of ~30 staff, including oversight and implementation of corporate policies and programs in the Branch
- Represented and promoted several market segments in multiple business lines, primarily in public and private sector infrastructure assessment, development, and approvals.
- Promoted increased collaboration and integration between the Barrie office and the rest of the company.
- Primary liaison between local clients and the company's head office technical specialists.
- Established a Client Service Team for the area promoting client relationship management and business development,

**City of Barrie, Barrie, ON****Director of Operations** – August 2006 – November 2009**General Manager of Community Operations (Acting)** – January 2008 – May 2008**Manager of Strategic Services (Acting)** – November 2004 – February 2006**Manager of Policy & Development** – February 2003 - August 2006**Planning Engineer** – April 2001 – February 2003

- As General Manager of Community Operations (Acting), was a member of the Executive Management Team and assisting the CAO in providing strategic leadership of the Corporation, and provided technical and administrative oversight and direction of up to 320 staff, including performance management, coaching, and labour relations issues.
- As Director of Operations, led the newly established Operations Department (~160 staff), recruited new Managers and formed a Departmental Management Team including significant change management, safety focus, teambuilding and leadership.
- Overall technical, administrative and financial management and oversight of the City's water supply and distribution system, wastewater collection and treatment facilities, solid waste management collection and disposal, corporate fleet, roads and traffic systems, winter control, and parks operations and maintenance.
- Implemented significant process and communications improvement initiatives, resulting in the Operations Department being the recognized leader in these areas throughout the Corporation.
- Led the GO Train Negotiating Team, successfully reaching agreement to return GO Train service to Barrie.
- Member of the Corporation's Collective Bargaining Team and established Labour Management Committee's (LMC's) in Operations Department
- Served in a 14-month temporary assignment in the Mayor and City Administrator's Office and succeeded in areas of strategic issues and communications management.
- Formulation of strategic policies and funding strategies for municipal infrastructure and land development proposals and studies.
- Managed and coordinated public and intergovernmental affairs and strategic issues for the Mayor's and City Administrator's Offices, including effective inter-departmental and inter-governmental liaison on complex and multi-stakeholder issues.
- Oversight of consultant, contractor equipment procurement, management and budget control.

**Conestoga-Rovers & Associates, Waterloo, ON****Project Manager, Civil Engineering Discipline Lead** - August 1992 – April 2001**Engineer-in-Training** - May 1985 – February 1987

- Appointed as Civil Engineering Discipline Lead for all civil and municipal design activities undertaken by the firm, including senior technical review and sign-off, risk management and staff resource allocation.
- Successfully managed and coordinated numerous project teams on multi-disciplinary and diverse projects in a variety of technical areas and geographic jurisdictions.
- Member of the corporate ISO 9001 registration team and internal peer review team.
- Direct technical and administrative supervision and direction of staff.
- Project management, design coordination, construction monitoring, contract administration and budget control for multi-disciplinary civil, municipal and environmental engineering projects throughout Canada and the US.
- Peer review for technical accuracy and completeness of multi-disciplinary design projects.
- Ensured quality control and compliance with ISO 9001 requirements.
- Municipal landfill monitoring programs, including quarterly monitoring reports, volume surveys and calculation, and closure plans.
- Development of contingency plans, sampling and handling protocol for hazardous waste removal for site remediation.

**The Proctor & Redfern Group, Kitchener and Sudbury, ON****Manager, Civil Engineering** - February 1987 – August 1992

- Manager of Civil Engineering in the Sudbury Branch Office
- Recognized stormwater management practitioner serving several other branch offices.
- Project Manager for the Region of Sudbury's Sanitary Infrastructure Needs Study.
- Primary liaison between local clients and the firm's head office technical specialists.
- Technical and administrative management of staff.
- Land development engineering including feasibility and planning studies, preliminary and final design of storm, sanitary, water and road systems, construction administration and financial control.
- Landfill site monitoring and annual reporting.

**McElhanney Surveying and Engineering Limited, Surrey, BC and Prince Rupert, BC****Civil Design Technologist** - 1979 –1981**Education**

University of Waterloo, Waterloo, ON

**B.A.Sc., Civil Engineering** - 1985

British Columbia Institute of Technology, Burnaby, BC

**Diploma of Technology (Dipl.T.), Civil and Structural Technology** - 1979

US Department of Energy, National Training Center  
**Safety Culture for Senior Leaders - 2017**

City of Barrie/Emergency Management Ontario, Barrie, ON  
**Basic Emergency Management - 2008**

Golder U, Mississauga, ON  
**Project Management Fundamentals - 2012**

PSMJ Resources, Markham, ON  
**Project Management Bootcamp – 2010**

Association of Municipal Clerks and Treasurers of Ontario  
**Municipal Administration Program (MAP) – 2004**

City of Barrie/Georgian College, Barrie, ON  
**Municipal Enterprise Program – Leadership Development – 2004**

University of Guelph, Guelph, Ontario  
**Graduate Course in Urban Hydrology - 1990**

University of Kentucky, Lexington, Kentucky  
**Water Distribution System Modelling Short Course - 1986**

## **Presentations**

- “The Port Hope Area Initiative” – Keynote Presentation, Remediation Technologies Symposium 2017, Banff, Alberta, October 12, 2017
- “Port Hope Area Initiative – A Complex Project” – Master of Business in Complex Project Management program, Telfer School of Management, University of Ottawa, May 1, 2017
- “Transition to GoCo at Canadian Nuclear Laboratories” - Waste Management Symposium 2016, Phoenix, Arizona, March 9, 2016 (session Co-Chair)
- “Port Hope Area Initiative – Community-Based Concepts Become a Reality”, Waste Management Symposium 2016, Phoenix, Arizona, March 9, 2016 (with Glenn Case)
- “Managing to Grow” – Ontario Water Works Association, Annual General Meeting, Windsor, Ontario, May 2010 (with S. Brunet)
- “GO Trains Return to Barrie” - A Discussion on Public Transit in Barrie, Transport 2000 Ontario, Barrie, Ontario, April 16, 2005
- “Recent Initiatives under the Safe Drinking Water Act - The City of Barrie Experience” – Ontario Water Works Association, Recent Government Initiatives Workshop, Toronto, Ontario, October 29, 2003

## **Affiliations**

- Association of Professional Engineers of Ontario (PEO) – 1987 (non-practising)

## References

Personal and professional references are available upon request.