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To: paul.rich@innu.ca; anastasia.qupee
Cc: [Kuyper, Clementine](#); [Brian Crawley](#); [Maria Moran](#); [Bob Marshall](#)
Subject: Response to Innu Nation's IBA Questions
Date: Thursday, December 22, 2016 2:39:00 PM
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Hello Grand Chief Anastasia and Paul,

At the December 9 Tshiashkueish Committee meeting, Innu Nation submitted two documents to Nalcor requesting IBA information in preparation for Innu Nation's upcoming AGM. The documents pertained to the following IBA chapters:

- 1) Chapter 2 - Education, Training and Employment, and Chapter 3 - Workplace Policies and Conditions
- 2) Chapter 4 - Business Opportunities

Nalcor's responses are indicated in blue text utilizing the two documents submitted by Innu Nation. Seven supporting documents are also attached, which provide more detailed information on some questions.

We hope that this information is helpful. Please contact me if you require any clarification or further information.

I wish you the best of the holiday season.

Cheers.



Nalcor questions chapters 2 and 3 in prep for 2016 agm-Nalcor Response FINAL-Dec-2016.docx



Nalcor questions chapter 4 in prep for 2016 agm - Nalcor Response FINAL Dec-2016.docx



Nalcor Direct Contracts and Purchase Orders Issued to Innu Businesses.docx



Status of the 4.6.1 Innu First bid Contracts.docx



Innu Business Development Advisory Committee Minutes incl Procurement Presentation_June 25, 2013.pdf



Innu Business Development Advisory Committee_December 10, 2013_FINAL.doc



Innu Business Development Advisory Committee_April 9, 2014.doc



Annual LCP Innu Employment 2013 - 15.docx



Innu Training Summary 15-Dec-2016(3).xlsx

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Status of the 4.6.1 Innu First Bid Contracts				
#	Description	i) Did Innu Business submit bid	ii) Was Contract awarded to Innu Business	Name of Contractor
a	Supply of Camp Accommodations	Yes (multiple)	Yes	Liannu Limited Partnership
b	Catering, Housekeeping and Maintenance of Camp Accommodations	Yes (multiple)	Yes	Labrador Catering Limited Partnership
c	Ground Transportation of Construction Personnel	Yes (multiple)	Yes	PENCAL Supplies Ltd. & SBH Enterprises Inc., a Joint Venture
d	Security Services	Yes (multiple)	Yes	Speuata Security Inc.
e	Supply of Temporary On-site Communications Hardware	Yes	Yes	Bell Mobility (Sango Tech)
f	On-site Medical Services	Yes (multiple)	Yes	Innu-Med Inc.
g	Air Support Services	Yes	Yes	Innu Mikun Limited Partnership & PAL Airlines Ltd.
h	General Industrial Supplies	Not Bid - Site Contractors responsible for their own needs	No	No
i	Safety Supplies	Not Bid - Site Contractors responsible for their own needs	No	Note for Nalcor's small site office it has awarded a number of small PO's to Innu Businesses such as Bren-Kir (Pishumuss)
j	Office Supplies	Not Bid - Site Contractors responsible for their own needs	No	Note for Nalcor's small site office it has awarded a number of small PO's to Innu Businesses
k	Janitorial Supplies	Not Bid - Site Contractors responsible for their own needs	No	Note Nalcor has placed a Cleaning Contract for its Marshalling Yard office to Aboriginal Cleaners
l	Access Road Construction and Maintenance	Yes (multiple)	Yes	Liannu Limited Partnership
m	Brush Clearing for Roads, Campsites and Laydown Area	Yes (multiple)	Yes	Nukum Forestry Ltd.
n	Waste Management	Yes (multiple)	Yes	Pardy's Waste Management & Industrial Services (in Partnership with Hagerty/Penashue Holdings Inc.)
o	Hazardous Waste Storage and Disposal	Not Bid - Site Contractors responsible for their own needs	No	No
p	Environmental Monitoring	Yes (multiple)	Yes	Stassinu Stantec Limited Partnership

November 25, 2016

Questions for Nalcor from Innu Nation

In order to be able to provide an informative report to the Innu Nation membership at the December 2016 AGM about how the Lower Churchill Innu IBA is operating, which the Grand Chief has asked be prepared, these questions have been developed.

Please provide answers as best as possible by December 2. The questions are organized according to the chapters in the IBA. Additional questions about other chapters will also be being provided.

Lower Churchill Innu IBA Ch. 2 Education, Training and Employment:

1. Please provide a copy of the initial and updated labour force studies delivered to Innu Nation under 2.3.3 and following of the IBA.
 - LCP Decision Gate 2 and Decision Gate 3 labour force studies were posted on the muskratfallsjobs.com web site
 - Project occupational requirements are regularly updated on muskratfallsjobs.com
 - Nalcor discussed labour force requirements with Innu Nation to develop Labrador Aboriginal Training Partnership (LATP) proposals
2. Please report on the employment opportunities for qualified Innu that have been communicated to the IEAC, IETC and Tshiashkueish Committee under 2.3.7.
 - Nalcor and Innu Nation meet on a regular basis to discuss employment opportunities, including development and implementation of LATP initiatives
 - Nalcor hosts weekly Innu employment teleconference meetings, which accommodates input from Natuashish Innu Nation representatives
 - Innu Nation is copied on all workforce requests received from LCP contractors
 - Innu employment is a standing item on all Tshiashkueish Committee meeting agendas
3. The IBA sets out an *Innu employment participation objective* for Construction, being a minimum of 5%, and a target of 10% of employment in the Project workforce

Please advise what percentage of the Project workforce, for the years 2013, 2014, 2015 and 2016 (so far) have been Innu employees.

- See Chart 2 in attachment “Annual LCP Innu Employment”
4. Please provide the annual reports for 2013, 2014 and 2015 referred to in 2.6.10, setting out:
 - (a) the number and gender of Innu employed;
 - See Charts 1 & 4 in attachment “Annual LCP Innu Employment”
 - (b) the job titles of the positions in which Innu workers are employed; and
 - See Chart 3 in attachment “Annual LCP Innu Employment”
 - (c) the number of Innu who have left the job, and their reasons for leaving, where known.

	Shortage of work (contractor completed scope)	Terminated For Cause/Quit/Other	Total
2014	35	28	63
2015	88	44	132
2016 (to date)	40	88	128

5. See 2.7.4 – Have any contractors or subcontractors provided Nalcor with training reports for Innu workers under their own training plans? If so, please provide those training reports.

- Contractors did not submit formal training plans as part of their bids
- Contractors were advised that the Project included IBA commitments regarding Innu training
- Nalcor is in the process of collecting reports from contractors on any training conducted

6. Nalcor agreed to provide 120 on-the-job training opportunities (at the work site) for qualified Innu during the Construction Phase. After successfully completing on-the-job training, the IBA provides that Innu will be offered jobs on the Project if there are jobs available.

- Nalcor commitment to provide 120 OJT opportunities is a combined total for Muskrat Falls and Gull Island Project components
 - How many Innu have received on-the-job training so far during construction? Please break the numbers down into male and female (This is part of the report referred to in 2.6.10.)
 - See attachment “Innu Training Summary”

b. What types of training have they received?

- See attachment “Innu Training Summary”

c. How many of those who received on-the-job training have been offered jobs on the Project?

- All LAMP-sponsored students who successfully completed Rebar, Tower Steel Assembly, Construction Craft Worker (Concrete Finisher) or Powerline Technician were offered jobs
- All apprentices were employed at the work site
- Most of the Construction Safety trainees were offered jobs
- Most of the DOKA Concrete Formwork, Shop Steward, and Supervisory Development trainees were employed at LCP when they did their training

7. a. Has Nalcor been making summer employment opportunities available to Innu students?

- Nalcor does not have a summer student employment program
- Regardless, in response to a request from Innu Nation, summer employment was provided for an Innu geology student in 2015

b. If the answer to (a) is yes, then how many positions have gone to qualified Innu students in the summers since construction started in 2013? - 1

(The IBA says that if there are less than 20 summer student jobs, 10 positions could go to qualified Innu students. If there are more than 20, 1/3 could go to qualified Innu students.)

8. a. Have any Innu students in co-op programs sought work-term placement opportunities on the Project? Yes

b. If so, how many Innu students have been placed, per year, since 2013?

- 2 requests were received; both were filled, 1 in 2012 and 1 in 2014

Lower Churchill Innu IBA Ch. 3 Workplace Policies and Conditions

9. **Safety signage:** Has Nalcor translated safety signage and related documents into Innu aimun as necessary to assist Innu employees working at the construction site?

- Nalcor is currently conducting an inventory of site safety signage
- Nalcor will consult Innu Nation on translation, as required under IBA section 3.3.1(g)

10. Policies to promote and protect Innu workers:

a. Has Nalcor or Astaldi put in place and implemented a policy for **Innu** cross-cultural training for all employees, including sensitivity training in relation to issues specific to **Innu** women?

Who is delivering that training? How and when is the training being delivered?

- Nalcor has established a policy for mandatory Innu cross-cultural training for all personnel at LCP worksites in Labrador
 - An Innu business, Penashue-Davis Consulting, has been contracted to deliver the training (minimum 1 hour)
 - The training features a video of Innu elder Elizabeth Penashue, and addresses women's issues as deemed appropriate by the Innu business
 - Training is conducted face-to-face in association with the site-access Orientation program
- What particular policies have Nalcor and Astaldi put in place for prohibition of discrimination against and harassment of Innu workers?
 - Nalcor developed an LCP Respectful Workplace Standard, in consultation with Innu Nation, which applies to all personnel on LCP worksites
 - The Respectful Workplace Standard is included in the LCP Site Handbook, and highlighted in the LCP Site-access Orientation program
 - Several Respectful Workplace poster series were developed in consultation with Innu Nation

11. Reducing barriers for Innu women getting jobs at Muskrat Falls

a. Have Nalcor and Innu Nation reviewed workplace policies to try to find ways to reduce barriers to Innu women getting jobs in the construction phase? **Yes**

- What has been specifically done as a result of that review? Have any specific steps been taken to reduce barriers to Innu women getting jobs in the construction phase?
 - Nalcor developed a Gender Equity and Diversity Program for the Project; IBA commitments were referenced in development of the Program
 - In consultation with Innu Nation, Nalcor developed a poster series depicting women in trades and technology occupations
 - Nalcor has met with contractor HR personnel to encourage hiring of qualified Innu women
 - Nalcor and Innu Nation gave feedback to LAMP regarding promotion of training opportunities to women, and consideration of gender in trainee selection

- Nalcor hired an additional Innu Employment and Training Coordinator; gender was a consideration in candidate selection
- Nalcor hired an additional Innu Liaison Coordinator; gender was a consideration in candidate selection
- Nalcor offered safety certification training in the Innu communities, which enhanced women's access to training
- Nalcor collaborates with the provincial Office to Advance Women Apprentices on initiatives to provide supports to women apprentices, including Innu women

12. **Workplace support for Innu workers:**

a. Have Innu Nation and Nalcor agreed to any Innu social and cultural activities to be provided at the workplace? Describe any such activities that have taken place since construction began in 2013.

- On-site Innu tent, bannock-making and display of Innu crafts to celebrate 2015 National Aboriginal Day
- Archaeology presentations to celebrate National Aboriginal Day in 2015 and 2016
- Muskrat Falls site visit arranged for Innu students in June 2015, which included Innu LCP workers speaking to the students
- In addition, Labrador Catering employed an Innu Recreation Manager, 2014-15

b. Are there any Innu-worker-specific **orientation programs** offered to Innu workers before they start their new jobs? Please describe them.

- Yes, the 1-day program includes: Project Overview, Labour Relations, Respectful Workplace, Drug and Alcohol Standard, Corrective Action Process, and IBA Benefits.

c. Do Innu workers have access to **counselling programs** for experiencing problems in the workplace? What are those counselling programs? Are there any statistics available for how many Innu workers are using these programs?

- Nalcor has contracted with Homewood Health to provide counselling services for Innu Muskrat Falls site workers; the IBEW has contracted Homewood to provide counselling services to all of its members working on LCP transmission lines
- Homewood's contract includes providing all counselling services specified in IBA section 3.4.2 (d); the contract requires that Homewood sub-contract work to an Innu business, should a qualified Innu counsellor be available
- The RDTC union has a contract with Blue Cross-Shepell to provide counselling services to its members at the Muskrat Falls site; Innu RDTC members have access to either the Homewood or Blue Cross-Shepell services
- Client access to EAP services is confidential

d. Are any Innu employees requesting unpaid leave ("cultural leave"), which is in addition to paid vacation time and is for a period of up to 14 days per year, to go hunting or participate in other traditional activities? Are those requests being granted? Please provide annual statistics, for each of the years 2013-2016, about the numbers of Innu workers taking advantage of this opportunity.

- Cultural leave provisions have been included in the Project collective agreements
- Collective agreement leave provisions are more flexible than in the IBA, which limits cultural leave entitlement to a maximum of one 14-day block per year

- Innu workers have used cultural leave to participate in traditional activities such as: trips to the country, attending the pilgrimage to Ste. Anne de Beaupre, attending the Innu Community Gathering at Gull Island in September
- Cultural leave is documented in contractors' confidential HR records
- Workers may file a grievance under the collective agreement if they believe leave has been unreasonably denied
- The IBA does not require statistical reporting on cultural leave

e. Do Innu workers get country food at the catering facilities? Are there separate facilities for Innu to prepare their own country food at the workplace? Please provide information about how these facilities are being used.

- The catering contract includes provision of country food as part of the regular menu, where available (reference IBA section 3.4.4)
- Caribou has not been commercially available since Project start
- Cod and salmon are part of the regular menu
- Labrador Catering has contracted with Innu businesses to supply food
- Currently there are no separate facilities for Innu to prepare country food
- There has been no demand for this to date
- As per the IBA requirement, Nalcor would consult Innu Nation to determine if demand warrants separate facilities

Dec 8, 2016 BUSINESS OPPORTUNITIES IN THE LOWER CHURCHILL IBA

In order to be able to provide an informative report to the Innu Nation membership at the January 2017 AGM about how the Lower Churchill Innu IBA is operating, which the Grand Chief has asked be prepared, these questions have been developed. (The questions are bolded and italicized.)

1. The IBA sets a participation target for the provision of works, goods and services by Innu Businesses to the Muskrat Falls generation component of the Project of \$134 Million. The participation target is to be assessed by the end of the Construction Phase, which of course has not yet been reached, but monitoring progress towards that target is the job of the Innu Business Development Advisory Committee (IBDAC).

a. Please list the Nalcor and Innu Nation reps on the IBDAC since it was first established.

Nalcor – Pat Hussey, Supply Chain Manager
Rosanne Williams, Stakeholder Relations Lead

Innu Nation– Clem Kuyper
Josie DuBberke (awaiting Innu Nation appointment to replace J. DuBberke)

b. To date, what is the cumulative value of contracts awarded to Innu Businesses for Muskrat Falls?

- Contracts with a projected value of over \$518 million have been awarded to Innu businesses by Nalcor, almost 4 times the IBA target for Muskrat Falls

c. Please set out (separately for each year) the value of the contracts awarded to Innu Businesses in each of 2012, 2013, 2014, 2015 and 2016.

2012 - \$284 M

2013 - \$165 M

2014 - \$68.5 M

2015 - \$.3 M

2016 - \$.2 M

2. Under 4.2.3, Nalcor is to maintain a record of the Innu Businesses that have been awarded contracts, both in direct contracts, and through subcontracts with non-Innu Businesses.

- Nalcor maintains records of its direct contracts and requires contractors to maintain records of any subcontracts awarded to Innu businesses

Please provide the complete list of Innu businesses that have been awarded contracts and subcontracts to date.

- See attachment: “Nalcor Direct Contracts and Purchase Orders Issued to Innu Businesses 2012-2016”
- Nalcor will provide a report on all direct contracts awarded to Innu businesses and subcontracts awarded by LCP major contractors to Innu businesses at the end of the Muskrat Falls construction phase, in compliance with IBA section 4.2.4

3. The IBA provides (4.2.16) that Nalcor will determine the significance of **Innu Content** in specific contracts and indicate the significance in the relevant procurement documents.

a. Can Nalcor provide information about how many/what percentage of its procurement documents have included that Innu content will be a factor for consideration?

- All of Nalcor’s major packages, as listed on the LCP web site, have included that Innu content will be a factor for consideration

b. Could Nalcor provide an excerpt from a typical procurement document that provides that Innu content will be a factor for consideration?

- Following wording is included in Nalcor's major package documents:
"Nalcor Energy has signed an Impacts and Benefits Agreement ("IBA") with the Innu Nation. The agreement includes obligations related to employment, training, procurement and workplace policies. The intent of the IBA is to build capacity within the Innu Nation and involve the Innu in the LCP in a significant way. Innu content will be a consideration in the overall evaluation of all bids submitted."

c. Of those procurement documents where Innu content was said to be a factor for consideration, what percentage of the contracts that were awarded did include Innu content?

- Nalcor awarded 100% of Innu first bid contracts, as specified in IBA section 4.6.1, to Innu businesses
- Nalcor awarded an additional 19 contracts to Innu businesses for goods and services not specified in IBA sections 4.6.1 or 4.5.1 (see attachment "Direct Contracts and Purchase Orders Issued to Innu Businesses")

4. To monitor whether Innu content commitments in bids were actually being met, Nalcor was required by 4.9.2 to get Contractors and subcontractors to submit reports of actual Innu Content in contract expenditures to Company, either directly or through Contractor, with explanations of any variances from the amounts estimated in their bids or specified in their contracts.

i. Are these Innu Content reports being provided to Nalcor?

- Contractors submit regular reports on Innu employment and the value of goods and services purchased from Innu businesses

ii. Please report on whether the Innu Content requirements in bids are being met, and if not, what percentage of contracts with Innu Content have not met the requirements for Innu Content?

- All contractors working in Labrador must follow the collective agreement hiring protocol, which is consistent with the IBA commitment that qualified Innu have hiring preference

iii. What steps have been taken if Innu Content requirements were not being met?

- Qualified Innu will be given preference over qualified non-Innu for filling any job opportunities (reference IBA section 2.6.7) If it is determined that contractors have not adhered to the hiring protocol, contractor is instructed to rectify the situation immediately. This may include removing workers from the Project and filling the position in accordance with the protocol.

Qualification of Businesses

5. Nalcor or Astaldi have the task of qualifying Innu businesses that have been listed on the Innu Business Registry.

- For all Innu first bid contracts listed in IBA section 4.6.1, Nalcor invited the Innu Business Development Centre to put forward qualified Innu businesses
- Nalcor provided the RFP package to qualified Innu businesses, inviting bids on the supply of goods and services
- All contractors determine if companies are qualified for subcontracting opportunities

a. Have any Innu Businesses that have sought to be qualified to provide works, goods or services to the Muskrat Falls project failed to qualify?

- Of all the businesses put forward to Nalcor by IBDC, only 1 failed to qualify

b. If so, how many Innu Businesses has this happened to? 1

c. Could Nalcor set out, as a percentage of the total of Innu Businesses seeking to be qualified, what percentage were determined to not be qualified? Less than 1%

d. For any Innu Businesses who did fail to qualify, has Nalcor met with that Innu Business and gone through a process of explaining to them why they failed to qualify (which is an option that an Innu Business could ask for under Section 4.3.6.)

- Nalcor advised the IBDC that one business failed to qualify for one of the IBA section 4.6.1 Innu first bid packages
- Nalcor offered to provide an oral explanation to that Innu business as to why it did not meet the qualification criteria

First opportunity to bid

6. Section 4.6.1 gives a right to qualified Innu Businesses to have the first opportunity to bid on a list of contract opportunities (with some exceptions in the case of the opportunities in e), (h), (i), (j) and (k)).

Can Nalcor please indicate, for each of the contract opportunities in (a)- (p) below,

(i) whether a qualified Innu Business submitted a bid for the opportunity listed?

(ii) whether the contract opportunity was awarded to an Innu Business?

- (a) supply of camp accommodations;
- (b) catering, housekeeping and maintenance of camp accommodations;
- (c) ground transportation of construction personnel;
- (d) security services;
- (e) supply of temporary on-site communications hardware;
- (f) on-site medical services;
- (g) air support services;
- (h) General Industrial Supplies;
- (i) safety supplies;
- (j) office supplies;
- (k) janitorial supplies;
- (l) access road construction and maintenance;

- (m) brush clearing for roads, campsites and laydown areas;
- (n) waste management;
- (o) hazardous waste storage and disposal; and
- (p) environmental monitoring.

- See attachment: "Status of the 4.6.1 Innu First bid Contracts"

7. Under Section 4.8, in addition to monitoring progress towards the Innu Business participation target and recommending measures to aim to reach that target if falling behind on it, the IBDAC also has the job of reviewing and recommending measures to both Nalcor and the Innu Nation to promote the use of Innu Businesses for the Project.

a. What measures has IBDAC recommended, since it was established, to promote the use of Innu Businesses for the Project?

- IBDAC recommended that :
 - Nalcor hold general supplier information sessions for all potential suppliers
 - Nalcor procurement team hold one-one-one sessions with suppliers
 - Nalcor hold information sessions for Innu businesses
 - Nalcor provide bidding information on the LCP web site
 - Nalcor publicize Nalcor procurement contact information
 - Nalcor attend business exhibitions
 - Nalcor facilitate meetings between Innu Nation and major contractors regarding subcontracting opportunities
 - Astaldi conduct a supplier information session for Innu businesses

b. Have any of those measures been implemented? What are the results of that?

- Nalcor held IBA procurement session for Innu businesses and Innu Nation representatives – Dec. 2012
- Bidding information and contact information for Nalcor procurement is posted on LCP web site
- Astaldi held supplier development session Feb. 2014
- Nalcor facilitated meetings between Innu Nation and major contractors Astaldi, Andritz and Gilbert in 2015
- Nalcor hosted a Contractor Summit held at the Muskrat Falls site in Sept. 2015 where Innu Nation presented its goals with respect to LCP employment and subcontracting opportunities
- Nalcor procurement personnel provide information and advice in person or by phone to any Innu business seeking such information
- Nalcor provided procurement information at annual business events such as Lab Expo, and Northern Exposure

c. Please provide a copy of the minutes of the IBDAC since it was set up.

- See IBDAC minutes attached (3)

e. Have Innu Nation and Nalcor been meeting annually to review reports from the IBDAC?

- Innu Nation and Nalcor review minutes when submitted
- Nalcor reports on contracting award values at all Nalcor-Innu Nation Leadership Committee meetings

Nalcor Direct Contracts and Purchase Orders Issued to Innu Businesses 2012 - 16

Description	Contractor	First Bid Package
Construction of Bulk Excavation Works	IKC-ONE Earthworks Constructors, a Partnership	No
McKenzie River Permanent Bridge	Liannu Limited Partnership	No
Supply and Install of Construction Power Construction	Iskueteu Limited Partnership	No
Provision of Fuel Supply and Dispensing Services (MF)	Woodward's Oil Limited and Utapen Fuels Limited, a JV	No
Remediation Works for MF Converter and Switch Yards	Liannu Limited Partnership	No
Extension of Satellite TV Service to Permanent Camp	Sango Tech Ltd.	No
Provision of Camp Services at CF	Labrador Catering Limited Partnership	No
HVdc Labrador Clearing and Access Rigmat Bridges	D.Blizzard Services Integres Inc.	No
Professional Services	Penashue Davis Consulting Inc.	No
Translation Services	Nympha Byrne - Innu Menuenium Counselling	Yes – 4.5.1
Translation Services	Alex Andrew	Yes – 4.5.1
Translation Services	Roy Byrne	Yes – 4.5.1
Translation Services	Petapen Consulting	Yes – 4.5.1
Translation Services	Jim Nui	Yes – 4.5.1
Initial Snow Clearing of Forestry Access Road	Shukapesh Limited	No
Cultural Awareness Training	Penashue Davis Consulting Inc.	Yes – 4.5.1
Temporary Site Electrical Maintenance Works	Iskueteu Limited Partnership	No
Misc. Equipment & Safety Supplies	Acklands-Grainger Inc.	No
Scaffolding	Atsanik Nitassinan Scaffolding	No
General Consumables	Goose Sales & Services	No
Wellness Clinic	Innu-Med Inc.	No
Site Electrical Work and Parts	Iskueteu LP	No
Office Supplies	Labrador Office Essentials	No
Snow Clearing	Liannu Limited Partnership	No
Fix Steam Truck	Nushuk Plumbing	No
Supply and Install Accommodations Complex Buildings	Liannu Limited Partnership	Yes
Construction of Southside Access Road	Liannu Limited Partnership	Yes – 4.6.1
Construction of Site Clearing for Southside Access Road & Ancillary Areas	Nukum Forestry Ltd.	Yes – 4.6.1
Provision of Catering, Housekeeping & Janitorial Services (MF)	Labrador Catering Limited Partnership	Yes – 4.6.1

Provision of Security Services	Speuata Security Inc.	Yes – 4.6.1
Provision of Medical Services	Innu-Med Inc.	Yes – 4.6.1
Provision of Garbage Removal and Disposal Services (MF)	Pardy's Waste Management & Industrial Services (in Partnership with Hagerty/Penashue Holdings Inc.)	Yes – 4.6.1
Provision of Ground Transportation Services - HVGB to MF	PENCAL Supplies Ltd. & SBH Enterprises Inc., a Joint Venture	Yes – 4.6.1
Provision of Temporary Site Services (Catering for Temporary Camp)	Labrador Catering Limited Partnership	Yes – 4.6.1
Supply and Install Early Works Telecom Devices	Bell Mobility (Sango Tech)	Yes – 4.6.1
Provision of Regulatory Compliance - Labrador Services	Stassinu Stantec Limited Partnership	Yes – 4.6.1
Provision of Air Transportation Services	Innu Mikun Limited Partnership & PAL Airlines Ltd.	Yes – 4.6.1
Personal Protective Equipment for LCP Personnel	BrenKir (Pishumuss)	Yes – 4.6.1

December 2016

Innu Training Summary 2013 - 2016

Date	Course	Provider	Male	Female	Total	Comments
26-Sep-13	Construction Safety	Labourer's Union	13	1	14	Delivered Fall Protection, PLH, WHMIS, Traffic Control and First Aid
22-Oct-13	Construction Safety	LCP	13	6	19	Delivered Fall Protection, Confined Space, PLH, WHMIS, Traffic Control, Innu Orientation and First Aid
4-Nov-13	Construction Safety	Labourer's Union	13	4	17	Delivered Fall Protection, PLH, WHMIS, Traffic Control and First Aid
4-Dec-13	Construction Safety	LCP	14	4	18	Delivered Fall Protection, Confined Space, PLH, WHMIS, Traffic Control, Innu Orientation and First Aid
15-Jan-14	Construction Safety	LCP/Karen Sasko	11	6	17	Delivered Fall Protection, Confined Space, PLH, WHMIS, Traffic Control, Innu Orientation and First Aid
12-Jan-15	Doka Concrete Formwork	LCP	4	1	5	Five Completed, Eight No Shows
24-Sep-15	Shop Steward	LCP/Karen Sasko	3	0	3	Delivered by Karen Sasko in conjunction with LCP at Muskrat Falls
27-Oct-15	Shop Steward	IBEW/Karen Sasko	13	8	21	Delivered by Karen Sasko in conjunction with the IBEW at the College
13-Nov-15	Shop Steward	LCP/Karen Sasko	8	3	11	Delivered by Karen Sasko in conjunction with LCP at Muskrat Falls
15-Sep-14	Supervisory Development Program (2 Day)	LCP	1		1	Regularly scheduled session for contractors at Muskrat Falls
8-Oct-14	Supervisory Development Program (2 Day)	LCP	1		1	Regularly scheduled session for contractors at Muskrat Falls
19-Oct-14	Supervisory Development Program (2 Day)	LCP	1	1	2	Regularly scheduled session for contractors at Muskrat Falls
27-Nov-14	Supervisory Development Program (2 Day)	LCP		1	1	Regularly scheduled session for contractors at Muskrat Falls
6-Jan-15	Supervisory Development Program (2 Day)	LCP	1		1	Regularly scheduled session for contractors at Muskrat Falls
8-Jan-15	Supervisory Development Program (2 Day)	LCP		1	1	Regularly scheduled session for contractors at Muskrat Falls
13-Jan-15	Supervisory Development Program (2 Day)	LCP		1	1	Regularly scheduled session for contractors at Muskrat Falls
3-Feb-15	Supervisory Development Program (2 Day)	LCP	1		1	Regularly scheduled session for contractors at Muskrat Falls
3-Mar-15	Supervisory Development Program (2 Day)	LCP		1	1	Regularly scheduled session for contractors at Muskrat Falls
20-May-15	Supervisory Development Program (2 Day)	LCP		1	1	Regularly scheduled session for contractors at Muskrat Falls
8-Mar-16	Supervisory Development Program (2 Day)	LCP	11	2	13	Innu only session scheduled and supported by LATP for EI eligible recipients
Apr & Oct 2014	Tower Steel Assembly (2 sessions)	LATP/LCP	11	4	15	LATP Sponsored training
March & June	Rebar (3 sessions)	LATP/LCP	15	3	18	
2014 & Jan 2015						LATP Sponsored training
18-Aug-14	Concrete Form Worker	LATP/LCP		1	1	LATP Sponsored training
28-Apr-14	Construction Craft Worker (Concrete Finisher)	LATP/LCP	1	4	5	LATP Sponsored training
2015-16 (9 mos.)	Powerline Technician	LATP/LCP	1		1	LATP Sponsored training
2-Mar-15	Carpentry Apprentice Mandatory Classroom Training	LATP/LCP	7	3	10	Six mandatory courses required by App board to follow the new plan of training. These include: Scaffolding, Residential Estimating, OH&S, Chainsaw Safety, Math 1100 and Math 1130. Five of the ten passed all six courses.
2013 - 2016	Innu Apprenticeships	Astaldi	14	2	16	9 - Carpenter, 1 - Heavy Duty Mechanic, 3 - HEO, 1 - Pipefitter, 1 - Ironworker, 1 - Crane Operator
2013 - 2016	Innu Apprenticeships	Gilbert	2	1	3	3 - HEO
2013 - 2016	Innu Apprenticeships	IKCONE	4	1	5	2 - HEO, 2 - Carpenter, 1 - Welder
2013 - 2016	Innu Apprenticeships	Cahill	1		1	1 - Carpenter
2014 -2016	Astaldi OJT - Safety / Equipment Operation	Astaldi	35	15	50	Training delivered across multiple safety courses and pieces of equipment to be operated

Totals: 199 75 274

**Innu Business Development Advisory Committee (IBDAC)
Meeting Notes**

Date: December 10, 2013

Time: 10:00 am – 11:00 am

Location: Lower Churchill Project Office, Happy Valley-Goose Bay

Participants

Innu Nation

Josie Dubberke (via conference call)

Clem Kuyper

Nalcor

Pat Hussey (via conference call)

Paul Kennedy (via conference call)

Rosanne Williams

Discussion

Safety moment

Update on four remaining IBA first bid packages:

- SH0018 – Catering, housekeeping and janitorial services – plan is to award the contract before Christmas
- Some IBA contracts have moved out to January due to Astaldi start-up
 - SH0040 – Garbage removal and disposal services (MF) – the contract will likely be awarded in January 2014
 - SH0041 – Ground transportation services – the contract will likely be awarded in January 2014
 - SM0709 – Air transportation services – the contract will likely be awarded in January 2014

Other Innu business content

- SH0022 – Provision of fuel supply and dispensing services – Awarded to Woodward's Oil Ltd and Utapan Fuels Ltd., a joint venture

Astaldi Procurement Update

- The Astaldi kick-off meeting is scheduled for December 19 in St. John's
- Nalcor will have a better understanding of Astaldi's procurement after the kick-off meeting.
- Innu Nation has been attempting to arrange a meeting with Astaldi about their procurement requirements.

- Nalcor will work with Astaldi to open dialogue with the company and understand their process, and then host a supplier development session with Astaldi in coordination with Innu Nation.

Great Western Forestry

- The scope of work originally awarded to Great Western Forestry has been awarded to Johnson's.
- Proposals received from Innu businesses were deemed not competitive.

Transmission Line Construction

- Nalcor is still working on its strategy for the DC transmission line work, which should be finalized by Q1 2014.
- AC transmission line construction should be awarded before Christmas.

Nalcor Procurement

- Innu Nation would like someone to come to the Innu communities to explain the process and the various levels of contract and subcontract opportunities on a quarterly basis.
- Nalcor committed to hosting a supplier information session with Astaldi in the New Year.

Labrador Catering

- Innu Nation requested information on Labrador Catering's hiring process.
- Nalcor committed to follow-up on Labrador Catering hiring process.

Innu Med Contract

- Innu Nation requested information on the parameters of the Innu Med Contract.

Follow-up

- Send IBA package awards to Clem – Ongoing by Paul Kennedy
- Send AC line construction package award to Clem as soon as it's awarded – actioned to Paul Kennedy
- Labrador Catering hiring process – this action will be referred to the appropriate personnel by Rosanne Williams
- Innu Med contract – this action will be referred to the appropriate personnel by Rosanne Williams
- Host a supplier development session with Astaldi – Rosanne Williams will coordinate with Innu Nation in the New Year.

**Innu Business Development Advisory Committee (IBDAC)
Meeting Notes**

Date: April 9, 2014

Time: 1:30 pm – 2:30 pm (NL time)

Location: Conference call

Participants

Innu Nation

Josie Dubberke

Clem Kuyper

Nalcor

Pat Hussey

Paul Kennedy

Rosanne Williams

Discussion

Safety moment

Review of follow-up items from last meeting

- Confirmed that all follow-up items are complete
- Innu Nation noted that they are waiting for a response from Cheryl regarding pre-employment medicals

Review of recent first bid awards

- Garbage removal and disposal services - Pardy's Waste Management & Industrial Services (in Partnership with Hagerty/Penashue Holdings Inc.)
- Ground transportation - PENCAL Supplies Ltd & SBH Enterprises Inc., A Joint Venture
- Air Transportation services - Innu Mikun Limited Partnership and PAL Airlines Ltd.
- Total forecast of awarded contracts to Innu Businesses is approximately \$450M

Remaining or pending first bid contracts

- All first bid contracts have been awarded – None pending

Other Recent Innu business content (Non-IBA contracts)

- Fuel supply and dispensing – Woodward's Oil and Utapen Fuels Ltd, a JV
- Camp services at Churchill Falls camp – Labrador Catering Limited Partnership
- Innu companies can bid on any contract – full and fair opportunity on a competitive basis.

Innu First Bid packages for SOBI

- There were no Innu first bid packages for Strait of Belle Isle (SOBI) work
- All SOBI packages have been awarded
- Successful contractors and contact information is available on www.muskratfalls.nalcorenergy.com

Section 3.8 of Benefits Strategy

- Nalcor has developed a contracting and purchasing policy. Nalcor and its primary contractors are conforming to that policy.
 - All forecasts, RFPs and awarded contracts are listed on the procurement website
 - Numerous sessions have been held across the province to meet the local business community.
 - Vendor registration questionnaire is publically available and is used to compile a catalogue of local capabilities.
 - Names and contact info of senior Supply Chain personnel are posted on procurement website in order to assist companies in the EOI and RFP processes
 - Local NL benefits is a bid evaluation criteria. Bidders are required to complete a benefits questionnaire.
 - Procurement will meet with unsuccessful proponents, if required.
- Innu Nation noted that Valard has not been procuring local goods and services, they are using subcontractors from western Canada, and they refuse to host a supplier information session for local businesses.
- Nalcor noted that Valard is self-performing most of the work and has long standing relationships with its subcontractors.
- Nalcor committed to follow-up with Valard regarding supplier information sessions.

Local Procurement Reporting for Major Contractors

- All major (primary) contractors on the project are required to provide Nalcor with expenditure reports. Contractor expenditures are included in the public monthly report issued by Nalcor on the 15th of every month. The report details the location of company and industry category.
- Innu Nation asked if Nalcor tracked Innu content for sub contracts
- Nalcor committed to check into it.

Other Discussion

- Innu Nation asked about special consideration for Innu companies for helicopter services.
- Nalcor clarified that LCP will use the standing contract with NL Hydro. Advised Innu Nation to contact Mike Whalen regarding that contract.

Follow-up Items

- Follow-up with Cheryl about pre-employment medicals – Rosanne Williams
- Follow-up with Valard regarding supplier information session – Pat Hussey
- Check in to tracking of Innu Content for subcontracts – Paul Kennedy

**Innu Business Development Advisory Committee (IBDAC)
Meeting Notes**

Date: June 25, 2013

Time: 9:30 am – 10:30 am

Location: Lower Churchill Project Office, Happy Valley-Goose Bay

Participants

Innu Nation

Josie Dubberke

Clem Kuyper

Nalcor

Pat Hussey

Rosanne Williams

Discussion

Safety moment

- Prevention of forest fires

Review of IBA first bid awards to date

- Nalcor provided an update on first bid awards
 - Supply of camp accommodations – Liannu
 - Security services – Speuata
 - Supply of temporary on-site communications hardware – Sango Tech
 - On-site medical services – Innu Med
 - Access road construction – Liannu
 - Brush clearing for roads, campsites & laydown areas – Nukum Forestry

Other Innu business content

- Nalcor provided an update on other Innu business content
 - Bulk excavation – IKC-ONE Constructors, a partnership
 - Temporary Camp Services – Labrador Catering Limited Partnership
 - Innu Cultural Awareness Training – Penashue Davis Consulting
- Nalcor reinforced the procurement process and the importance of Innu businesses engaging with bidders and contractors for potential subcontract opportunities.
- Innu Representatives noted there is confusion about contract titles listed on the procurement webpage. People are finding it difficult to identify particular contracts, specifically the contract for the intake, powerhouse, spillway and transition dams, which is locally referred to as the concrete contract.

IBA first bid opportunities

- Nalcor provided an update on the status of IBA first bid opportunities under review
 - Catering, housekeeping and maintenance of camp accommodations - proposals being evaluated
 - Environmental monitoring – RFP to be issued 30 June 2013
 - Air support services – RFP to be issued 5 July 2013
 - Ground transportation services – finalizing bidders list
 - Garbage removal and disposal services – finalizing bidders list
 - Hazardous waste storage and disposal – part of contractors responsibility

Remaining first bid opportunities

- Nalcor provided an overview of IBA packages remaining
 - General industrial supplies
 - Safety supplies
 - Office supplies
 - Janitorial supplies (mostly the responsibility of catering contractor)
- Nalcor stated that these packages would primarily fall into the responsibility of the main Contractors and not Nalcor due to the nature of the items. This was discussed in the March 6, 2013 meeting with Innu Nation. It is anticipated that Nalcor would be doing a limited amount of contracting for Safety and Office supplies to meet the company's needs.
- Innu Representatives expressed concern about IBA packages being part of a contractor's responsibility. Concerned contractors will not comply with the IBA. It was requested that Nalcor reinforce the commitment to the IBA with contractors.
- Innu Representatives expressed concern that Contractors will not buy from Innu businesses. Nalcor stated that under the IBA, any Contractors that have prior purchase agreements with suppliers are not obliged to buy from Innu businesses (Section 4.6.2 of IBA).
- Nalcor reiterated that Innu businesses have to look for subcontract opportunities with contractors requiring these goods and services.
- Innu Representatives expressed concern that there is no mechanism in place for subcontract supervision.
- Innu Representatives requested that a letter firmly detailing the IBA requirements be sent to contractors. Also requested notification of when the letter is sent and a copy of the letter.
- Innu businesses are confused about the procurement process and are becoming more frustrated with the lack of subcontract opportunities. They are trying to find meaningful ways to connect with contractors.
 - Requested a list of subcontractors working on the project
 - Requested an email notification when a new contract is awarded
 - Requested a monthly update on contract status

Employment

- Innu Representatives noted that hiring is the most important issue for Innu members. Innu priority hiring needs to be delivered at the contractor kick-off meetings. Request for Innu Representatives to participate in the kick-off meetings.
- Innu Representatives said a contactor told Innu Nation they were directed by Nalcor not to have dialogue with anyone outside of Nalcor regarding hiring.
- Innu Representatives also stated that Great Western Forestry was conducting background checks on people they were hiring.

Other

- Innu offices will be closed for two weeks starting July 22.

Lower Churchill Project

Muskrat Falls Business Opportunities

June 25, 2013

Boundless Energy



Muskrat Falls Project



- Muskat Falls Generation**
 - 824 MW hydroelectric facility; 4.9 TWh/yr
- Labrador-Island Transmission Link**
 - 900 MW capacity
 - Muskrat Falls to Soldiers Pond near Holyrood
 - 1,100 km, including 35 km across the Strait of Belle Isle
- Maritime Transmission Link**
 - 500 MW capacity
 - Includes 180 km undersea link from Cape Ray, NL to Cape Breton, NS

Project Procurement

- Full and fair opportunity on a competitive basis
- Availability and competitiveness of businesses to provide goods and services determines level and nature of economic benefits
- Nalcor and any contractors and suppliers must adhere to provisions of:
 - Impacts and Benefits Agreement (IBA) with Labrador Innu
 - NL Benefits Strategy
 - NL/NS Benefits Memorandum of Understanding

Procurement to Date

- Packages awarded to date for major project components:
 - Accommodations complex (Liannu Limited Partnership)
 - Bulk excavation (IKC-ONE)
 - Medical services (Innu-Med Inc.)
 - Security services (Speuata Security)
 - Reservoir Clearing (Johnson Construction)
 - Turbines and generators (Andritz Hydro Canada)
 - HVdc Submarine Cables (Nexans Norway AS)
 - HVac transmission line Tower Steel (Sa-Ra, Turkey)
 - 315 kV HVac transmission line right-of-way clearing (Great Western Forestry)

- Other packages awarded to NL companies or partnerships:
 - Site Clearing for Muskrat Falls Access Road and Ancillary Areas (Nukum Forestry)
 - Southside Access Road (Liannu Limited Partnership)
 - Temporary site services (Labrador Catering Limited Partnership)
 - Snow clearing (Shukapesh Construction Ltd.)

Accessing Procurement Information

nalcor energy
LOWER CHURCHILL PROJECT

MUSKRAT FALLS GENERATION AND LABRADOR-ISLAND LINK

Home | Text | Search | YouTube | Facebook | Twitter

project overview | construction activities | **procurement** | employment | environment | newsroom | in the community

Quick Links
Procurement Information Sheet
Procurement Presentation

HOME > PROCUREMENT

Procurement

The Muskrat Falls Project offers many opportunities for businesses and suppliers, as either a primary contractor to Nalcor Energy, or as a subcontractor to the project's primary contractors.

Throughout construction, the Muskrat Falls Project will generate more than \$1.9 billion in income to labour and business throughout Newfoundland and Labrador, \$2.2 billion in Atlantic Canada and an estimated \$4.7 billion across Canada. Nalcor Energy is committed to optimizing these benefits and communicating with the business community regarding procurement opportunities. This includes meeting commitments made in:

- [Impacts and Benefits Agreement with Labrador's Innu Nation](#)
- [Benefits Strategy with the Government of Newfoundland and Labrador](#)
- [Benefits Memorandum of Understanding between the Governments of Newfoundland and Labrador and Nova Scotia](#)

Nalcor Energy is committed to providing full and fair opportunity on a competitive basis to those who wish to participate in supplying goods and services to the project.

ment/procurement-process/

Key Contract Awards 2013

Package No.	Title	Project	Forecasted Award
CH0030	Turbines and Generators	MF Generation	Awarded Jan 2013
CH0007	Intake and Powerhouse, Spillway & Transition Dams	MF Generation	Q3
CH0008	North Spur Stabilization	MF Generation	Q4
CH0024	Reservoir Clearing – Muskrat Falls	MF Generation	Awarded Apr 2013
CH0032	Powerhouse, Intake and Spillway Hydro-Mechanical	MF Generation	Q3
SH0018	Catering , Housekeeping and Janitorial Services	MF Generation	Q3
SM0705	Provision of Laboratory Services	MF Generation	Q3

Contact Information

Contractor Representatives

Contractor Representatives

Johnson's Construction Ltd.

Construction of Reservoir Clearing North & South Bank (CH0024)

Brian Johnson - President

Brandon MacDonald - Vice President

Labrador Catering Limited Partnership

Temporary Site Services (SH0054)

Carlos Presado - President

Eva McKay - Vice President

Thank you



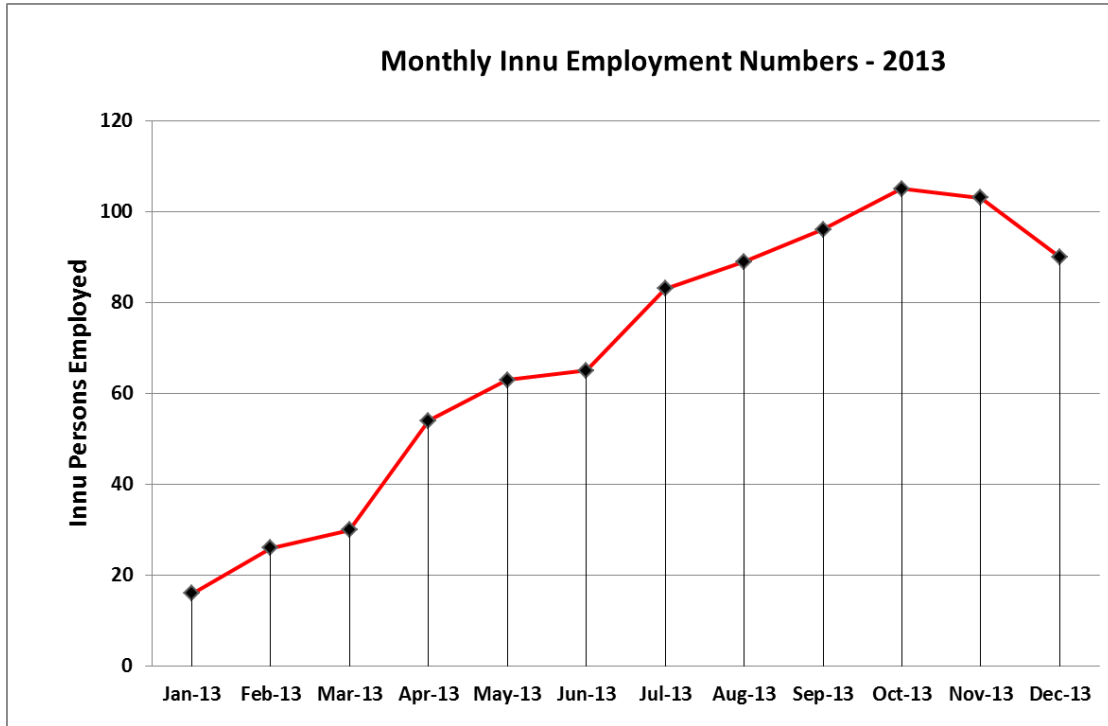
Annual LCP Innu Employment 2013 - 2015

December 15th, 2015

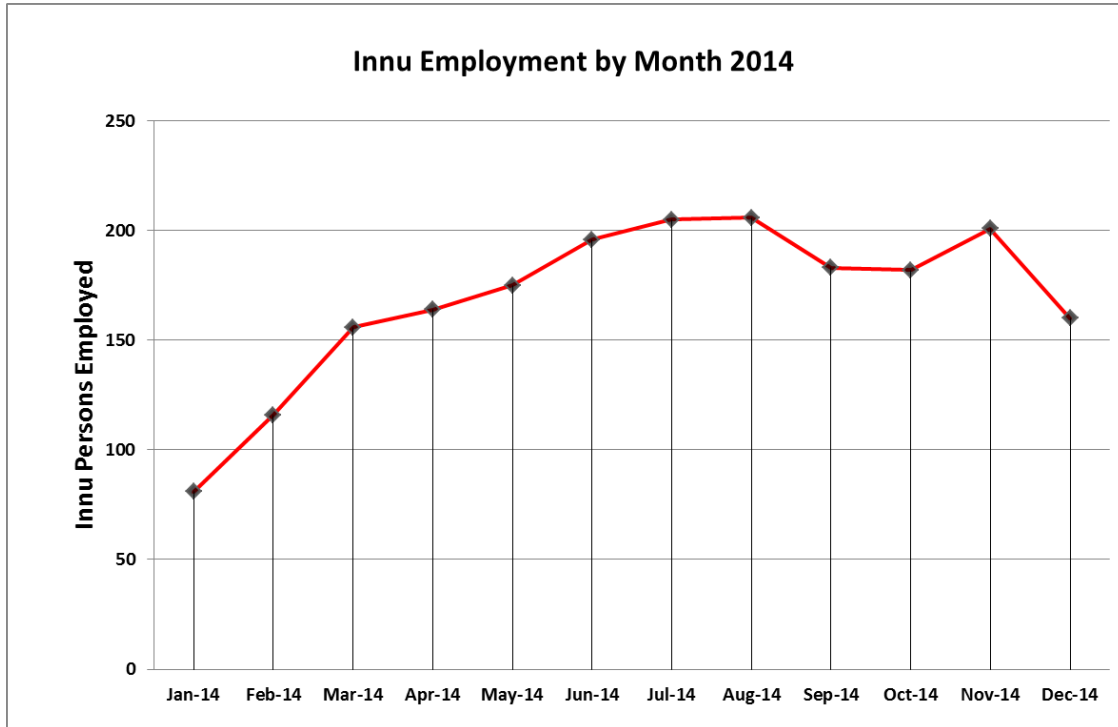


Chart 1 – Monthly Innu Employment Number 2013 – 2015

2013



2014



2015

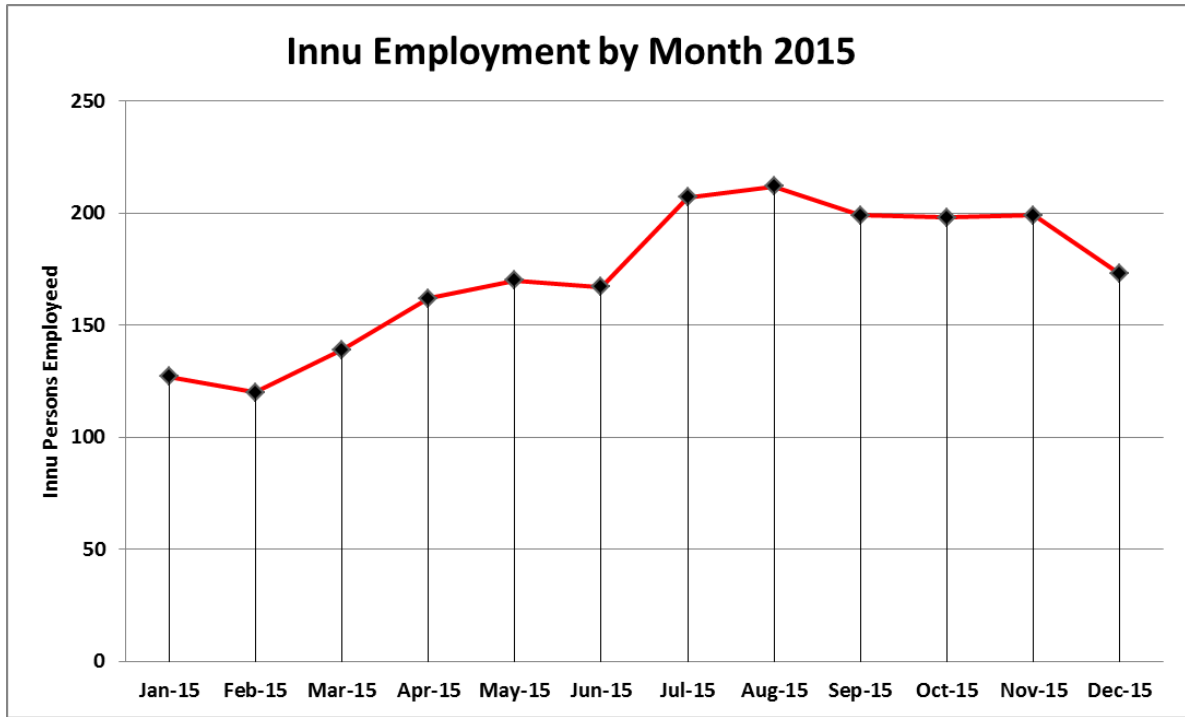
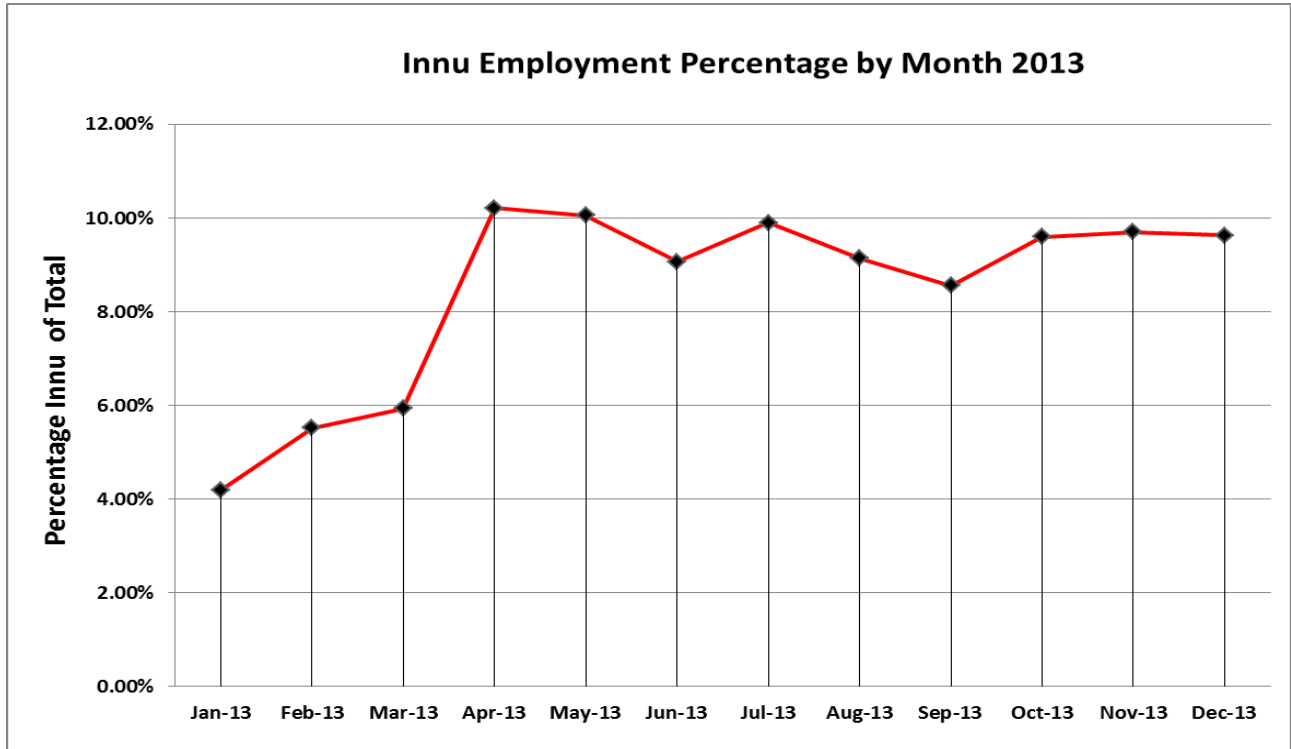
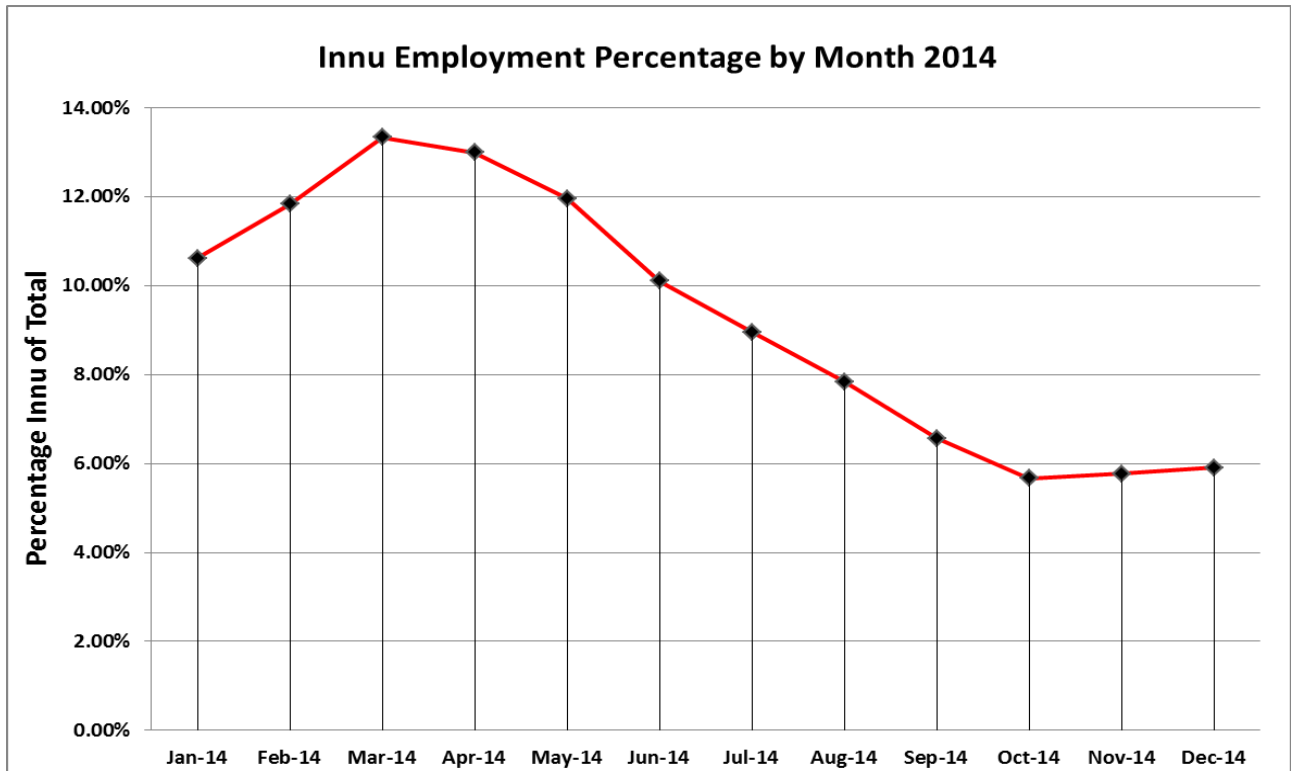


Chart 2 – Percentage of Innu Employed of Total Labrador Workforce by Month 2013 - 2016

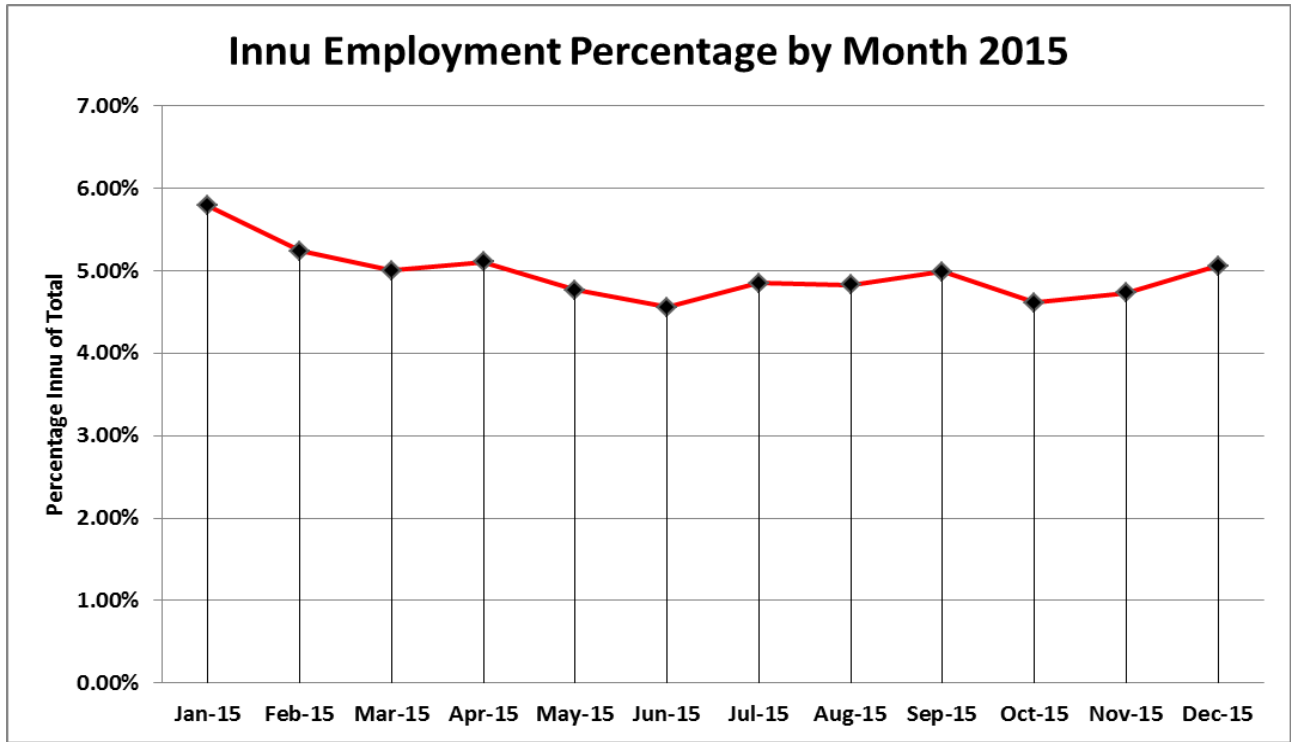
2013



2014



2015



2016

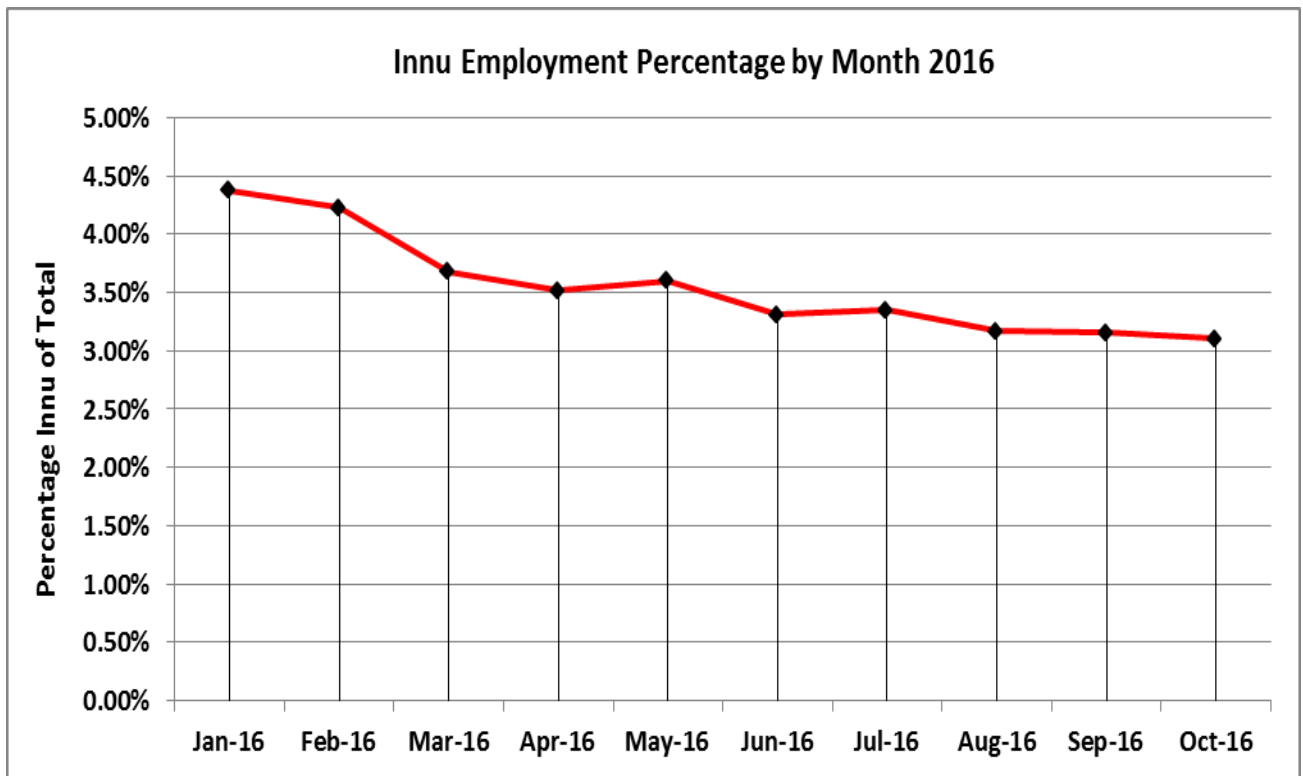


Chart 3 – Innu Employed by Position by Month 2013 – 2015

2013

Position Title	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
Aboriginal Affairs Staff	-	-	-	-	-	-	-	1	1	1	1	1
Administrative Staff	1	1	1	-	-	-	-	-	-	-	-	-
Business Services Manager/Supervisor	-	-	-	-	-	-	1	1	1	1	1	1
Camp and Catering Staff	-	-	-	19	27	26	33	31	29	35	37	37
Carpenter/Scaffolder	1	2	2	2	-	1	3	8	11	10	10	7
Clerical Personnel	-	-	1	1	1	-	-	-	1	-	-	-
Construction Labourer	12	16	14	13	15	13	12	9	11	9	8	4
Cook	-	-	-	-	-	-	-	-	-	1	1	-
Electrician	-	-	1	1	-	-	-	-	1	1	-	-
Environmental Staff	-	-	-	-	-	-	8	7	3	3	-	-
General Labourer	-	-	3	4	8	10	12	18	21	29	26	21
Heavy Duty Equipment Mechanic	-	-	1	1	1	1	1	1	1	1	1	1
Heavy Equipment Operator	1	3	3	2	4	5	6	4	5	4	7	6
Human Resources Staff	-	1	2	1	2	2	-	1	2	1	-	1
Security	-	1	1	8	5	5	5	5	5	5	4	4
Truck Driver	1	1	1	1	1	1	1	3	5	7	8	7
Warehousing	-	-	-	1	1	1	1	-	-	-	-	-
Welder	-	1	1	-	-	1	1	1	1	1	1	-
Grand Total	16	26	31	54	65	66	84	90	98	109	105	90

2014

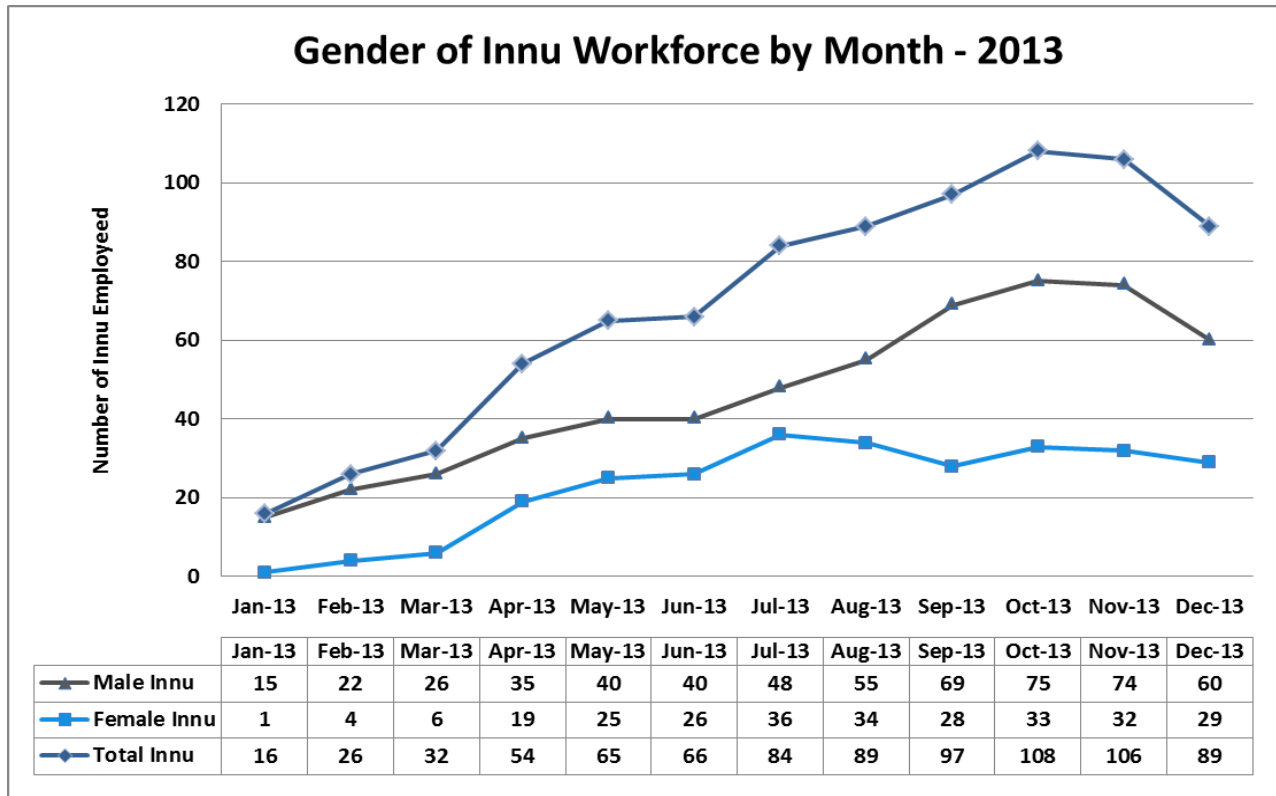
Position Title	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Aboriginal Affairs Staff	1	1	1	1	1	-	-	3	3	2	2	1
Administrative Staff	1	-	1	1	-	1	-	-	-	-	-	-
Bus Driver	-	-	-	-	-	2	2	5	4	3	3	2
Business Services Manager/Supervisor	1	1	1	1	1	1	1	1	1	1	1	-
Camp and Catering Staff	31	37	53	56	55	59	63	66	62	62	63	60
Carpenter/Scaffolder	6	9	12	11	11	9	8	7	5	5	8	4
Clerical Personnel	-	-	-	-	-	2	5	6	5	3	3	1
Communications Staff	-	-	-	-	-	1	1	1	1	1		
Construction Labourer	1	2	2	1	1	2	2	2	2	2	1	1
Cook	1	1	1	1	1	1	-	-	-	-	-	-
Electrical Linesperson	-	-	-	-	-	-	-	-	-	1	1	1
Electrician	1	1	1	-	-	-	-	-	-	-	-	-
Environmental Staff	-	-	-	-	5	4	5	3	1	1		
General Labourer	18	41	55	64	74	87	85	77	63	64	78	57
General Labourer Foreperson	-	1	1	1	1	1	1	1	1	1	1	1
Heavy Equipment Operator	3	3	6	6	3	7	7	7	6	7	8	6
HR Staff	1	1	1	-	1	2	1	1	-	1	1	1
Ironworker - Rebar	-	-	-	-	-	2	5	5	6	7	8	5
IT/IS Staff	-	-	1	1	-	1	1	1	1	1	1	-
Security	5	4	5	4	4	3	3	3	2	2	2	2
Student - HR	-	-	1	1	1	-	-	-	-	-	-	-
Truck Driver	8	8	13	15	14	14	13	13	12	12	14	12
Truck Driver Foreperson	1	1	1	1	1	1	2	2	2	2	2	2
Grand Total	79	111	156	165	174	200	205	204	177	178	197	156

2015

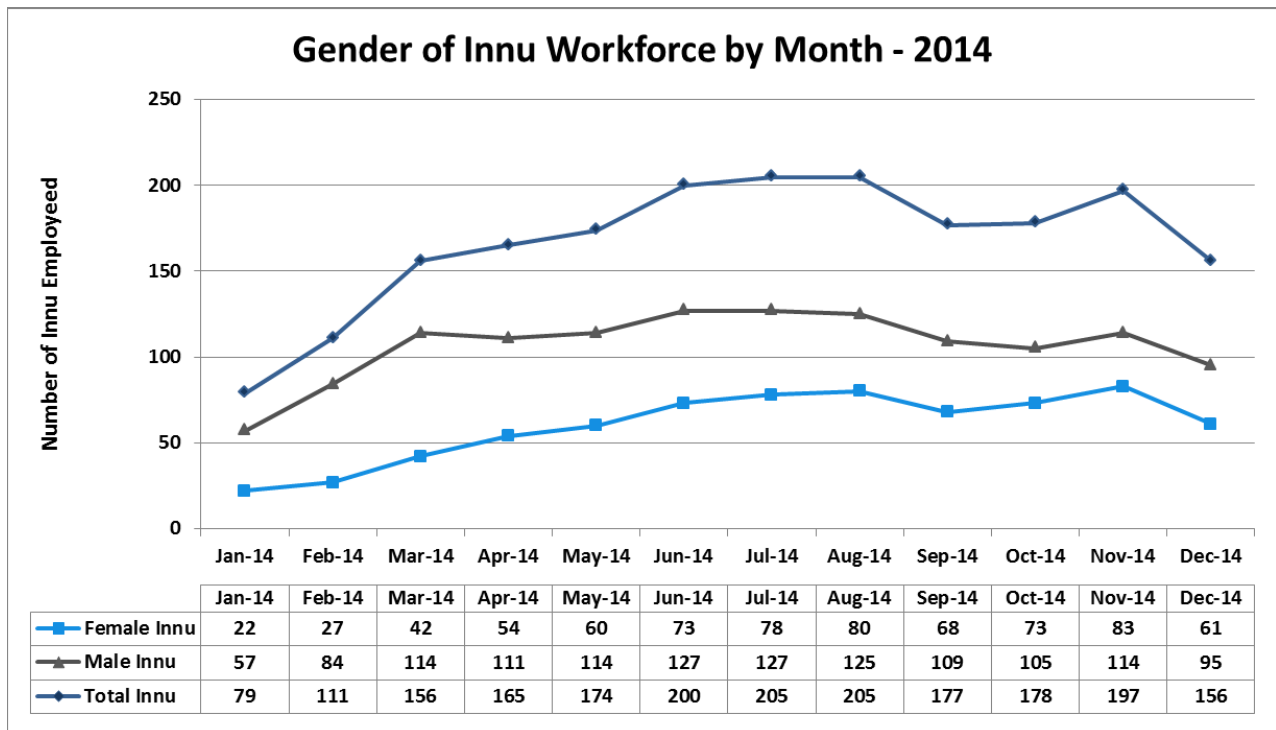
Position Title	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Aboriginal Affairs Staff	3	4	4	4	4	4	4	4	4	1	4	3
Bus Driver	1	1	1	1	2	2	3	-	1	-	1	1
Business Services Manager/Supervisor	1	-	-	1	1	-	1	1	1	-	1	1
Camp and Catering Staff	56	54	49	58	62	57	63	67	69	62	68	58
Carpenter/Scaffolder	1	4	6	7	5	4	5	5	5	4	4	4
Clerical Personnel	1	1	1	-	-	-	1	1	3	2	2	2
Communications Staff	-	1	1	1	1	1	1	1	-	-	-	-
Construction Labourer	2	2	4	4	6	7	8	7	7	5	4	2
Electrical Linesperson	-	-	1	1	-	-	-	-	-	1	1	1
Environmental Staff	-	-	-	-	-	-	-	1	-	-	-	-
General Labourer	38	36	48	59	57	67	95	97	85	85	84	77
General Labourer Foreperson	1	-	1	-	-	-	-	-	-	-	-	-
Heavy Equipment Operator	4	3	3	3	3	3	3	3	4	6	6	4
HR Staff	1	1	-	1	1	1	1	-	-	-	1	1
Ironworker - Rebar	2	2	1	2	3	3	3	3	3	3	3	-
Security	2	1	2	2	2	2	2	2	2	2	2	2
Truck Driver	6	5	9	12	13	13	13	14	13	11	13	12
Truck Driver Foreperson	1	1	2	2	2	2	2	2	2	2	1	2
Heavy Duty Equipment Mechanic	-	-	1	1	1	1	1	1	1	1	1	1
Heavy Equipment Operator Foreperson	-	-	1	-	-	-	-	-	-	-	-	-
Student - Civil engineering	-	-	-	-	-	-	1	1	-	-	-	-
Camp and Catering Manager/Foreperson	-	-	-	-	-	-	-	1	1	1	1	1
EMR - Medical	-	-	-	-	-	-	-	1	-	-	-	-
Warehousing	-	-	-	-	-	-	-	-	1	1	1	1
Sheet Metal Worker Foreperson	-	-	-	-	-	-	-	-	-	-	1	-
Grand Total	120	116	135	159	163	167	207	212	202	187	199	173

Chart 4 – Gender of Innu Workforce 2013 – 2015

2013



2014



2015

