



31 March 2020

Mr. R. Barry
Nunavut Impact Review Board
PO Box 1360
Cambridge Bay, NU
X0B 0C0

Dear Mr. Barry:

RE: Nanisivik Naval Facility (NNF) Construction 2019 Annual Report

References:

- A. Water Use Licence 8BC-NNF1920**
- C. NIRB 09DN018**

Defence Construction Canada on behalf of the Department of National Defence is providing the following annual report, which summarizes the activities in 2019 and outlines the planned activities for 2020. Further details on local hiring practices, training, and contracting opportunities in the region are located in Annex A (Annual Report – Employment Report 2019 Season)

Summary of 2019 Activities:

- Naval Facility Site Access roads upgrades and maintenance;
- Construction camp operation and maintenance activities;
- Spanwire System infrastructure;
- Infrastructure electrical, lighting and mechanical systems installation;
- Fuel delivery for the purposes of commissioning;
- Facility commissioning;
- Berthing of HMCS Ville de Québec;
- Sealift delivery of concrete and pipping materials;
- Wharf inspection
- Local Hires – 9 individuals for a total of 3,565.5 hours
- Contracting opportunities
- Hamlet of Arctic Bay and Local Companies = \$82,306.30 (hamlet: \$65,406.23, other companies: \$16,900.07)
- Baffin Region Companies = \$41,247.08

Informal training was ‘on-the-job’ and Inuit workers were paired with more experienced workers from the south, when necessary.

Work Plan for 2020 (Post season note: Reduced scope potential due to COVID-19 Pandemic)

The proposed work plan for the 2020 season includes:

- Construction camp operation and maintenance activities

- Addressing deficiency items (mechanical, electrical, structural, civil, coatings)
- Wharf sheet pile deficiencies (welding, removal of deteriorated concrete/steel)
- Spanwire System infrastructure
- Installation of recirculation piping and coalescing filter foundation
- Concrete work (pad and curbs)
- Sealift delivery of concrete and pipping materials
- Final Survey and as-built documentation
- Facility commissioning
- Demonstration and training

Compliance with NIRB Terms and Conditions

The NNF project has endeavoured to comply with all terms and conditions required by authorizing bodies and applicable Acts, Regulations and Guidelines.

- All camp fuel was stored using adequate secondary containment located more than 30 m from any water body. Appropriate spill response equipment was readily available, and fuel was routinely inspected by properly trained personnel.
- No damage to wildlife habitat or harassment of wildlife occurred. All project personnel were trained in wildlife protective measures. There has been no disturbance or destruction to nests or eggs of any birds. There has been no disturbance to Caribou and muskox. (See Annex B - Wildlife Log)
- All aircraft flight restrictions have been adhered to.
- No aggregate production in 2019.
- The construction camp was erected on a prepared gravel pad, and there is no camp, equipment or material stored on the surface of lakes or streams.
- At the conclusion of the 2019 field season all garbage was removed from site.

We trust the information provided is sufficient for your records. Please feel free to contact the undersigned if you have any questions or comments.

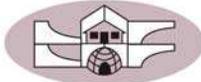
Sincerely,



Sarah Rahmer, B.Sc
 Coordinator, Environmental Services | Coordonnateur, Services Environnementaux
 Defence Construction Canada | Construction de Défense Canada
 Tel. | Tél. (613) 898-3697
Sarah.Rahmer@dcc-cdc.gc.ca

cc. Rodney Watson, NNF DND Project Manager, RODNEY.WATSON@forces.gc.ca
 Louis Lemay, Technical Specialist, Project Management, louis.lemay@dcc-cdc.gc.ca
 Eric Andert, Coordinator, Construction Services, eric.andert@dcc-cdc.gc.ca

Annex A:
NNF-Annual Report-
Employment Report 2019 Season



ALMIQ CONTRACTING LTD.

SHOP DRAWING / SAMPLE / PRODUCT DATA IDENTIFICATION FORM

T : 418-668-3321
F : 418-668-0652

1340, Ulu Lane, P.O.
Box 2140, Iqaluit, NU
X0A 0H0

PROJECT : CONSTRUCTION OF NANISIVIK NAVAL FACILITY, NU			Submittal NO.	SUB-ALM-DCC-180	
OWNER : DEFENCE CONSTRUCTION CANADA			Revision NO.	1	Date: 2015-11-20
			Revision NO.	2	Date: 2017-04-05
PROJECT NO. : NPO1301	CONTRACT NO. : 55668 CN	OUR FILE NO. : 148926	Revision NO.	3	Date: 2017-11-23
			Revision NO.	4	Date: 2018-12-13

DISCIPLINE :

CONTRACTOR /SUB-CONTRACTOR :
Almiq Contracting LTD
1340, Ulu Lane, PO Box 2140
Iqaluit (NU) X0A 0H0

Person in Charge : Jean Drapeau
Phone : 418-668-3321.235 Fax :

MANUFACTURER :

Person in Charge :
Phone : Fax :

SUPPLIER

Person in Charge :
Phone :

WORLEYPARSONS CANADA LTD.
Infrastructure & Environment
Drawing Review

REVIEWED []
REVIEWED AS MODIFIED []
REVISE AND RE-SUBMIT [x]
NOT REVIEWED []

Reviewed only as to general conformity with the design concept. The engineer does not warrant or represent that the information contained on this drawing is either accurate or complete. Sole responsibility for correct design, details and dimensions shall remain with the party submitting the drawings.

WORLEYPARSONS CANADA LTD.
By: S. Ferner
Date: 23 April 2020

SHOP DRAWINGS, PRODUCT DESCRIPTION OR SAMPLE SUBMITTED FOR APPROVAL:	SPECS REFERENCE :
Annual Report – Employment Report 2019 Season	

NOTES :
Resubmit for 2020 season.
Please address comments regarding content from 2015 and update for the applicable project years going forward.

We declare that we have verified the attached documents and/or sample, that they are in compliance with the contract documents and are approved for the construction of the project.

David Beaulieu Signing for
Jean Drapeau, Project Manager

Contractor's Representative

David Beaulieu
Signature numérique de David Beaulieu
Date : 2020.04.16 14:15:50 -04'00'

Signature

2020-04-16

Date

Review of Almiq Contracting Ltd.'s Employment Report 2019

1. INTRODUCTION

Advisian's review provides an assessment of Almiq's level of completion of their *Employment Report 2019* (issued April 16, 2020).

Please note that Almiq has also provide the IPP Rev 5 (issued April 15, 2020) for review and Advisian has reviewed the IPP as well, in a separate report. Some of the information from the IPP has been incorporated in Table 1.

This review includes:

- A summary of the main points in the *Inuit Employment Report 2019*;
- An updated table of the IPP Construction Specifications that takes into consideration both the *Employment Report 2019* and the *IPP (Rev 5)*;
- Discussion of information gaps and recommendations; and
- Go Forward Steps.

2. INUIT EMPLOYMENT REPORT 2019

The major points of Almiq's *Employment Report 2019* are summarized as follows:

- As the Project moves towards completion, the labour requirements have reduced. Almiq reports hiring 9 Inuit workers from Arctic Bay to fill positions as labourers, housekeepers, truck drivers, a wildlife monitor and a cook assistant. Total hours for all Inuit workers (combined) was 3,565.5 hours. Eleven (11) workers were employed from the south (the majority from Quebec) who worked a total of 4,938.0 hours. Almiq reports that 41.9% of the labour force was comprised of local Inuit workers.

- Informal training was 'on-the-job' and Inuit workers were paired with more experienced workers from the south, when necessary. Training included activities such as camp maintenance, repairs and cleaning; cooking; labour; sand leveling; mechanic work; and operators (see Table 1: Workers Education, p. 3). This training does not lead to certification.
- The Employment Report states that most of the Inuit workers had worked on the Project in 2018 and quickly adapted to their work during the 2019 season (p. 3).
- Almiq reports that all workers are provided with standard induction sessions in the field, including OHS induction, WHMIS, Personal Protective Equipment, environmental management, road safety conditions, and others (see Table 2: Workers Training, p. 4).
- Arctic Bay College could not offer training for the Project because of the short time frame in the field and therefore apprenticeships were not possible.
- The Hamlet of Arctic Bay (municipal government) and local businesses were paid a total of \$82,306.30; with the Hamlet being paid \$65,406.23 for "other" services (p. 8). It may be of interest to breakdown what "other" service entailed. The local spend was higher than the 2018 total of \$70, 375.91
- Regional businesses and services in Baffin received \$41, 247.08, which is significantly lower than \$444,862.33 paid out in 2018.
- Almiq's section about the Inuit Cultural Awareness Program is a 'cut and paste' from previous Employment Reports (2015 and 2018) and states that senior management received the training program in 2015 and created an open work atmosphere between the Inuit works and those from southern Canada. This has not been updated.
- There is no mention in the Employment Report of a local Inuit coach during the 2019 season.
- The last section entitled *Inuit Cultural Awareness Program Summary* is dated and is carried forward from the 2015 report. It does not provide current information.

Table 1: Almiq’s IPP Level of Completion, April 2020

No.	Deliverables and Contents	Level of Completion of Almiq’s IPP	Comments	Recommendations
1	Introduction to the IPP <ul style="list-style-type: none"> ○ Purpose of IPP ○ Summary of DND/DCC’s Social Sustainable Development Strategy (SSDS) ○ Statement of the Contractor’s Inuit Stakeholder Engagement Policy ○ Familiarity with DCC/DND’s Inuit Opportunity Study (IOS) 	Complete	-The Introduction is complete and indicates that Almiq has taken the IPP Specs, SSDS and IOS into consideration in preparing their IPP. -Almiq’s Stakeholder Engagement Policy is clearly stated.	This activity is complete.
2	Previous Activities that Support the IPP <ul style="list-style-type: none"> ○ During Tender Process 	Complete	-Advisian has indicated in past reviews that the lack of communication records during the Tender Process does not comply with industry best practise.	Activity is complete.
3	Baseline Information on Inuit Resources <ul style="list-style-type: none"> ○ Describe Project requirements: 	Complete	-Almiq has hired local labour and maximized regional goods and services as reported in the Employment Report 2019.	This activity is complete.

No.	Deliverables and Contents	Level of Completion of Almiq's IPP	Comments	Recommendations
	labour, services, material, equipment <ul style="list-style-type: none"> ○ Update the local labour skills inventory and the Arctic Bay Business Matrix ○ Review Regional Business List and create a Regional Resource Matrix ○ Assess local and regional labour / business capacity 			
4.	Community Engagement Plan (CEP) <ul style="list-style-type: none"> ○ Summary of the CEP 	Partially Complete	In <i>Section 3 Community Stakeholder Engagement Plan</i> of the IPP (Rev 5), Almiq states, "We will conduct follow-up and updates through formal meetings, informal discussions, open houses and community events over the life of the Project at least once before the start of each construction season. Our intention is to develop and maintain an open working relationship and ongoing communications with the Mayor,	<ul style="list-style-type: none"> - Provide information about the nature of any formal meetings and discussions. - State if an open house was held prior to 2019 work season and if so, please provide information.

No.	Deliverables and Contents	Level of Completion of Almiq's IPP	Comments	Recommendations
			<p>Arctic Bay Council, EDO and Arctic Bay College throughout the Project” (p. 6).</p> <p>However, Almiq provides dated information about meetings and an open house held between 2014 – 2017. No evidence is provided that formal meetings, informal discussions, open houses and community events were held in preparation for the 2019 work season.</p>	
5.	<p>Resources and Action Plan</p> <ul style="list-style-type: none"> ○ Identify work positions and work packages ○ Identify training programs by consulting with Arctic Bay College, Nunavut Arctic College Kakivak, NTI or NNI ○ Analyze Arctic Bay Resources Matrix and Regional Resource Matrix 	Complete	The RAP which is presented in the IPP (Rev 5) has been updated for the 2019 – 2020 work season.	This activity is complete.

No.	Deliverables and Contents	Level of Completion of Almiq's IPP	Comments	Recommendations
	<ul style="list-style-type: none"> ○ Demonstrate awareness of cultural considerations 			
6.	<p>Execution Plan</p> <ul style="list-style-type: none"> ○ Hiring and employment strategies ○ Procurement strategies ○ Execution of contracts ○ Community coach/mentor ○ Training plan 	Partially Complete and ongoing	<p><i>Almiq's Employment Report 2019</i> provides:</p> <ul style="list-style-type: none"> - Detailed information about the number of Inuit workers hired; who they are; their roles; and the hours worked. - Description of informal, on-the-job training opportunities that were offered; however it did not include hours of training provided for workers. - Information about local and regional businesses that supplied goods and services, as well as dollar amount purchased. - There was no information provided about whether the community coach was re-hired. 	<ul style="list-style-type: none"> - Provide hours of informal training offered to workers. - Provide information about whether the Inuit community coach was hired during the 2019 season.
7.	<p>Inuit Cultural Awareness Program</p> <ul style="list-style-type: none"> ○ Aim of the Program is to raise awareness for all employees 	Partially Complete and ongoing	<ul style="list-style-type: none"> - The Section entitled <i>Inuit Cultural Awareness Program Summary</i> was copied (cut & pasted) from the 2018 report which state that Cultural Awareness Program was developed in 	<ul style="list-style-type: none"> - Provide evidence that the 11 southern workers were given the Inuit Cultural Awareness Training Program in their induction training sessions. - Update this section.

No.	Deliverables and Contents	Level of Completion of Almiq's IPP	Comments	Recommendations
	<p>from the South about life in the Arctic</p> <ul style="list-style-type: none"> ○ Program should be appropriate to the employee's roles on the Project and /or degree of exposure to life in the North 		<p>2015; the relationships between Inuit and southern workers is positive and largely based on informal means of integration; and that there is training with informal discussion and a small presentation on site. However, there is no evidence that the 11 southern workers (largely from Quebec) were given the Inuit Cultural Awareness Training Program in their induction training sessions. Nor is there evidence that this information is still valid or if it needs updating.</p>	
8.	<p>Monitoring and Reporting</p> <ul style="list-style-type: none"> ○ Communication records throughout engagement and hiring/contracting process. Info during open houses, meetings and interviews. List attendees and titles. ○ Annual summaries of Inuit businesses and workers. Local 	Partially Complete and ongoing	<p>-The Employment Report documents necessary information about local hires and Almiq continues to demonstrate a commitment to hiring Inuit workers in Arctic Bay.</p> <p>- Almiq continues to demonstrate a commitment to local procurement and engaging local and regional services and goods.</p> <p>- Almiq continues to train on the job, both formally and informally.</p> <p>- Almiq states that communication records will not be kept because</p>	<p>- As per #6 above, more details about training is advisable, such as approximate hours of training provided to workers.</p> <p>- Advisian maintains that industry best practise entails keeping stakeholder engagement records. Provide update on communications and community engagement (e.g., was an Open House held in 2019, describe rapport with main stakeholders in Arctic Bay, etc.). See also #4 above.</p>

No.	Deliverables and Contents	Level of Completion of Almiq's IPP	Comments	Recommendations
	<p>and Regional economic benefits resulting from NNF construction</p> <ul style="list-style-type: none"> ○ Annual summaries on Inuit worker training, employment and the Inuit Cultural Awareness Program. 		<p>communications are ongoing in Arctic Bay and keeping engagement records is too exhaustive. This is not in keeping with industry best practise.</p>	

3. INFORMATION GAPS AND RECOMMENDATIONS

The following identifies information gaps and recommendations:

3.1 Execution Plan: The Execution Plan is ongoing which each construction season.

Go Forward Steps: *It is recommended that Almiq provide:*

- *Details about the hiring and employment strategies used for 2019 and 2020 seasons (e.g. copy of the job postings, description of where they were posted, number of interviews conducted) to update the information.*
- *Provide more information about informal training that occurs on the work site (e.g. who is trained, how training is delivered, approximate hours of informal training received).*
- *Provide update on Cultural Awareness session for workers from the south prior to starting construction. This should be a component of their induction training.*

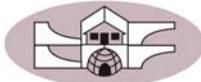
4. GO FORWARD STEPS

As required in the IPP, Almiq's Employment Report 2019 indicates a firm commitment to hiring local workers and procuring goods and services from Arctic Bay and Baffin Region. Almiq is to be commended for their efforts to ensure the local and regional services, labour and goods are employed on the Project.

Advisian recommends that the information gaps be filled: (i) hiring methods for field work in 2019 season; (ii) hours of informal training provides to Inuit workers; and (ii) information about the Cultural Awareness Program that is provided to workers from the south.

Advisian looks forward to reviewing forthcoming plans and updates for the Project in 2020 and commends Almiq on the work performed to date.

Annex B:
2019 Annual Report Wildlife Register



ALMIQ CONTRACTING LTD.

**SHOP DRAWING / SAMPLE /
PRODUCT DATA
IDENTIFICATION FORM**

T : 418-668-3321
F : 418-668-0652

1340, Ulu Lane, P.O.
Box 2140, Iqaluit, NU
X0A 0H0

PROJECT : CONSTRUCTION OF NANISIVIK NAVAL FACILITY, NU			Submittal NO.	SUB-ALM-DCC-376	
OWNER : DEFENCE CONSTRUCTION CANADA			Revision NO.	0	Date: 2017-04-05
			Revision NO.	1	Date: 2019-01-25
PROJECT NO. : NPO1301	CONTRACT NO. : 55668 CN	OUR FILE NO. : 148926	Revision NO.	2	Date: 2020-05-21
			Revision NO.		Date:

DISCIPLINE :	
CONTRACTOR /SUB-CONTRACTOR :	
Almiq Contracting LTD 1340, Ulu Lane, PO Box 2140 Iqaluit (NU) X0A 0H0	
Person in Charge : Jean Drapeau Phone : 418-668-3321.235 Fax :	
MANUFACTURER :	SUPPLIER :
Person in Charge :	Person in Charge :
Phone : Fax :	Phone : Fax :
SHOP DRAWINGS, PRODUCT DESCRIPTION OR SAMPLE SUBMITTED FOR APPROVAL:	SPECS REFERENCE :
Annual Report – Wildlife Register 2019	Health and Safety Plan Section 01 35 29.06 Art. 1.12
NOTES :	

We declare that we have verified the attached documents and/or sample, that they are in compliance with the contract documents and are approved for the construction of the project.

David Beaulieu Signing for
Jean Drapeau, Project Manager

Contractor's Representative

Signature

2020-05-21

Date

	Date	Wildlife type	Preventive mesures required?
1	21/06/2019	Fox	No
2	23/06/2019	Seal	No
3	24/06/2019	Seal	No
4	24/06/2019	Rabbit	No
5	25/06/2019	Rabbit	No
6	27/06/2019	Bird	No
7	29/06/2019	Fox	No
8	30/06/2019	Fox	No
9	02/07/2019	Fox	No
10	02/07/2019	Duck	No
11	02/07/2019	Rabbit	No
12	04/07/2019	Rabbit	No
13	05/07/2019	Fox	No
14	05/07/2019	Fox	No
15	07/07/2019	Bird	No
16	08/07/2019	Bird	No
17	08/07/2019	Seal	No
18	10/07/2019	Rabbit	No
19	11/07/2019	Fox	No
20	12/07/2019	Rabbit	No
21	13/07/2019	Rabbit	No
22	13/07/2019	Fox	No
23	13/07/2019	Fox	No
24	15/07/2019	Fox	No
25	16/07/2019	Bird	No
26	19/07/2019	Rabbit	No
27	20/07/2019	Bird	No
28	20/07/2019	Seal	No
29	21/07/2019	Seal	No
30	22/07/2019	Rabbit	No
31	23/07/2019	Fox	No
32	24/07/2019	Bird	No
33	25/07/2019	Bird	No
34	26/07/2019	Seal	No
35	27/07/2019	Rabbit	No
36	28/07/2019	Fox	No
37	29/07/2019	Fox	No
38	30/07/2019	Rabbit	No
39	31/07/2019	Rabbit	No

	Date	Wildlife type	Preventive mesures required?
40	01/08/2019	Fox	No
41	04/08/2019	Seal	No
42	05/08/2019	Bird	No
43	07/08/2019	Seal	No
44	07/08/2019	Bird	No
45	10/08/2019	Rabbit	No
46	11/08/2019	Rabbit	No
47	13/08/2019	Rabbit	No
48	15/08/2019	Fox	No
49	17/08/2019	Fox	No
50	17/08/2019	Bird	No
51	19/08/2019	Seal	No
52	21/08/2019	Seal	No
53	24/08/2019	Fox	No
54	24/08/2019	Fox	No
55	26/08/2019	Rabbit	No
56	27/08/2019	Fox	No
57	29/08/2019	Fox	No
58	30/08/2019	Bird	No
59	31/08/2019	Bird	No
60	01/09/2019	Bird	No
61	02/09/2019	Rabbit	No
62	03/09/2019	Rabbit	No
63	04/09/2019	Fox	No
64	05/09/2019	Fox	No
65	06/09/2019	Rabbit	No
66	07/09/2019	Rabbit	No
67	08/09/2019	Seal	No
68	09/09/2019	Rabbit	No
69	10/09/2019	Bird	No
70	13/09/2019	Fox	No